



JRC SCIENCE FOR POLICY REPORT

Exploring the role of ICT-Enabled Social Innovation to support the modernisation of EU Social Protection Systems

Findings and insights from analysis of case studies in fourteen Member States

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Title *'Findings and insights from analysis of case studies on the role of ICT-Enabled Social Innovation to support the modernisation of Social Protection Systems in the EU'*

Abstract

This report presents the results of the analysis of case studies on how ICT-enabled social innovations promoting social investment can contribute to the modernisation of social protection systems in the EU. The case studies are drawn from 14 different Member States and address diverse social services and policy domains. Evidence from the analysis points out to the strong potential of using new approaches based on ICT-enabled social innovation to support public authorities, at various governance levels, in their efforts to improve the effectiveness and impact of social services delivery mechanisms and outreach. The analysis makes a first attempt to assess the relationship between different typologies of ICT-enabled social innovation and the broader social protection system in which they are embedded in. The results of the cross-analysis of case studies allowed defining a set of policy implications that can help policy makers to drive social change. Among many, two in particular might be considered especially relevant in order to take full advantage of ICT-enabled social innovation potential: the simplification of procedures through an open-government approach and the use of European Structural and Investment Funds to further finance ICT-based developments in the social sector.

Acknowledgments

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Note

This report is based on the results of the IESI Project conducted under the Administrative arrangement between JRC and DG EMPL (Nº 33268-2014-01) for a multi-year research on 'ICT enabled Social Innovation to support the Implementation of the Social Investment Package'. For more information: <https://ec.europa.eu/jrc/en/iesi>

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Table of contents

Executive summary	3
1 Introduction	8
1.1 Policy background	8
1.2 The IESI Research	8
1.3 This report	10
2 Methodology	11
2.1 Research design	11
2.2 Literature review	12
2.3 Case studies	12
3 Review of the state of the art	15
3.1 Social protection systems in Europe	15
3.2 Key characteristics and trends of European social services	19
3.3 ICT-enabled social innovation in social service provision	27
4 Cases overview	33
4.1 Main characteristics	33
4.2 Areas of focus across the case studies	37
5 Results from cross-case analysis	40
5.1 ICTs potential for modernising social protection systems	40
5.2 Social innovation elements which determined case success	47
5.3 Evidence of impact on service integration	50
5.4 Support to the Social Investment Package objectives	54
5.5 Sustainability and transferability of the cases analysed	61
6 Conclusions	64
6.1 Key results	64
6.2 Policy implications	66
6.3 Future research	68
References	70
List of abbreviations and definitions	83
List of tables	84
List of figures	85
Annex – Summary of Case Studies	86

Executive summary

This report provides an overview of the results of the analysis of selected case studies on how ICT-enabled social innovations promoting social investment can contribute to the modernisation of social protection systems in the European Union. The case studies have been identified and analysed as part of the research project entitled "ICT-Enabled Social Innovation to support the implementation of the Social Investment Package" (IESI) conducted by the European Commission's Joint Research Centre, in collaboration with the Directorate General for Employment, Social Affairs and Inclusion.

Objectives

This report aims to explore (i) the relationship between different typologies of ICT-enabled social innovations that have been implemented and the broader social protection system in which they are embedded in; and (ii) the potential impact of ICT-enabled social innovation initiatives which promote social investment to support the modernisation of social protection systems in EU Member States.

Building on the results of three rounds of systematic literature reviews made by Misuraca et al. 2017, the main contribution of this explorative attempt is to provide qualitative evidence that goes beyond the already well-studied relationship between ICTs and generic public service modernisation reforms, as it specifically investigate and shed lights on social protection systems which are under researched when it comes to the contribution made by ICT-enabled social innovation. Therefore, the aim of the report is to provide empirical support to help member States in their reform endeavours.

Through the cross analysis of fourteen in-depth case studies, drawn from different Member States, and which represents different welfare models, the report identifies the potential implications for policies at local, national and EU level. Together, the case studies cover all the various Personal Social Services of General Interest (PSSGI), although most of the initiatives analysed involved more than one social service, according to the peculiarities of the services offered and their levels of integration. The table below presents the list of the selected case studies and related area of service provided.

Initiative	Country	Social services addressed
A Book for a Roof	Croatia	Education and training - Social inclusion/participation - Civic engagement - Social assistance - Employment
Assisting Carers using Telematics Interventions to meet Older people's Needs	Sweden	Social inclusion/participation - Independent living - Integrated health and social care - Social assistance - Education and training
Badalona Assistance Services	Spain	Prevention, health promotion and rehabilitation - Integrated health and social care - Social assistance
Crossroads Bank for Social Security	Belgium	Social care - Social assistance - Employment - Civic engagement
Digitalisation of social security services	Italy	Social assistance - Social care - Social inclusion/participation - Civic engagement
Express Train to Employment (Welfare to Work)	Poland	Employment - Employability
Little bird	Germany	Childcare
National Telecare Development Programme	Scotland, UK	Independent living - Integrated health and social care - Social care
Online Point of Single Contact	Estonia	Civic engagement; Social care; Social assistance - Childcare - Education and training - Social housing - Employment - Social inclusion/participation - Independent living
Pathway Accommodation & Support System	Ireland	Social housing - Social assistance
Pôle Emploi - 100% Web	France	Employment - Employability
Reform of employee insurance implementation institution	Netherlands	Employment - Employability - Social assistance
South Karelia District of Social and Health Services	Finland	Integrated health and social care - Social care
Strategy for Digital Welfare	Denmark	Social assistance - Social care - Education and training - Integrated health and social care - Prevention, health promotion and rehabilitation

Methodology

Once completed the literature review, which provided the contextual data in which social innovation unfolds, 50 promising cases out of the 300 initiatives identified by the IESI mapping exercise have been selected. The criteria used for the selection included: geographical coverage, representativeness of the different welfare systems, coverage of all the relevant thematic areas (derived from a revisited typology of PSSGI), representativeness of the different typologies of stakeholders (public, private and third sector), and maturity or sustainability of the initiative.

A structured, two-step selection process was devised in order to shortlist a sub-set of initiatives for further analysis. Through the first step, each initiative was analysed according to two criteria ('relevance' and 'complexity'), in order to capture its potential systemic impact. This allowed giving a numerical score to different sub-parameters for each of the 50 initiatives. Through the second step of the selection process, the IESI analytical framework has been applied. While the ICT-enabled innovation potential was used as a clustering factor – choosing initiatives belonging to both the "ICT as an enabler" cluster (incremental and sustained innovation) and "ICT as a game changer" cluster (disruptive and radical innovation) – the level of governance of service integration was used as a ranking factor (choosing initiatives with the highest level of governance).

Based on the scores obtained in Step 1 and having applied the selection criteria in Step 2, a final ranking of cases was obtained. A final check was performed to ensure that the 5 different welfare systems and all PSSGI services were represented fairly and a sub-set of 14 most promising cases was selected for further in-depth analysis. The figure below shows the geographic coverage of the analysed case studies.



In each case, we analysed the main social innovation elements, the potential for ICT-enabled innovation, the levels of governance and type of service integration, the impact evaluation carried out, and the degree of sustainability and possible transferability.

Results

The case studies provide useful insights into the factors that have been critical to an initiative's success, and into the role ICTs play in social innovation. They also show how these factors affect the pursuit and achievement of the objectives of the Social Investment Package.

With regard to the first SIP's objective, i.e. *'modernizing social protection systems: spending more effectively and efficiently to ensure adequate and sustainable protection'*, many initiatives, by building a collaborative innovation network between public agencies or departments, reshaped the governance model to produce and deliver services with a more effective and centralised approach. In particular, the exploitation of ICTs generated new public value, which improved the sustainability of the social protection system, the traceability of information flows and the fight against fraud. The contribution ICTs make to the modernization of social protection system lies mainly in their ability to minimize the administrative burden for citizens, companies and civil servants.

With regard to the second SIP's objective, i.e. *'implementing active inclusion strategies: investing in people's skills and capacities to improve their integration into society and the labour market'*, the combination of employment information management and ICT training allows the production process of services to be redesigned. This can improve integration opportunities within society and also help to include disadvantaged people into the labour market. The integration of services enabled by the use of ICTs empowers people, especially the homeless, older people and the more fragile, by improving their skills and ability to live independently at home or to find jobs. It also helps to improve the quality of life of the beneficiaries, their relatives and their caregivers. Moreover, equal access to social and health care services for all citizens, across the boundaries of municipalities, directly increases the inclusiveness of social protection systems.

With regard to the third SIP's objective, i.e. *'investing in individuals throughout their lives: ensuring that social protection systems respond to people's needs at critical moments during their lives'*, it has been recognised that skills and active inclusion strategies offering psycho-social support can boost beneficiaries' motivation and respond to their needs at critical moments in their lives. Moreover, ICTs can often contribute to changing service delivery models, making them more beneficiary-centric. They can also reduce the risk of unsuitable or undue benefits by formulating innovative responses to people's changing needs. They can also personalize services, which is especially important in the field of employment support services. Here, they can improve the match between job demand and offer, and also aggregate job offers from partner sites, private platforms, associations, employers or business organizations.

The case study analysis allowed us to spot some major social issues in which ICTs can offer – and indeed are already offering – important support without structural or wider reforms. The analysis showed that ICTs can help to modernise social protection systems, mainly by contributing to the sustainability of welfare systems.

Some of the cases analysed demonstrate that ICTs contribute to solving the structural imbalance between emerging and growing social needs and the decreasing or limited financial resources available. In particular, the use of ICTs can help social services to:

- Cope with *demographic trends*: an increasing number of individuals are affected by different health and social conditions and require multiple services; technological advances have made it possible to link information across programme areas and to identify individuals with complex needs and hence target them better.
- Live up to *beneficiaries' expectations*: people are becoming more and more used to having access to information and services through web and mobile devices; new digital technologies are transforming the way individuals can interface with service providers across a range of industries, including the social services and more generally the welfare area.

- Reduce *unemployment*: one important element to be considered is the *labour market participation* of all members of the working-age population; a new wave of welfare-to-work schemes based on ICTs have been adopted by governments trying to reduce demand and supply-side barriers that prevent individuals from finding sustained employment, thus improving the matching of labour supply and demand.
- Handle *budget constraints*: high levels of sovereign debt have led to widespread public sector austerity measures in many developed economies; these pressures mean that service integration and optimisation are becoming increasingly attractive options for governments looking for higher cost effectiveness in service delivery; allocating higher percentages of resources and incentives to ICT innovation is therefore crucial.
- Improve *the evidence base*: solid evidence is needed for resources to be allocated to the most effective and efficient initiatives; they must be scaled up or transferred to other contexts; ICT tools that include predictive analytics functionalities allow to leverage the evidence collected and better allocate resources on the basis of the specific needs of different target groups
- Raise *awareness*: ICT tools allow the systematic collection of information regarding the policy interventions undertaken and its results; this data can then be shared in order to *inform policy makers* and support the decision making process to develop or adapt future policies.

Policy and research implications

The results of the cross-analysis of case studies allowed us to define a set of policy implications that can help policy makers to drive social change.

In order to reap all the benefits of ICT-enabled social innovation initiatives, some contextual and complementary policy initiatives are needed. This mainly points to the need of addressing required administrative changes and financial support initiatives, especially in the perspective of a more systematic and systemic exploitation of ICT-enabled social innovation.

Most of the case studies confirmed that, ICTs are a crucial but not sufficient condition for ICT-enabled social innovation to fully realise its potential. Other enabling factors must come into play, for instance:

- *Workforce development*: the empowerment of workers and job seekers requires investment in their skills and competences. They must also be given new and flexible ways of participating in the labour market. Employers and public institutions must invest in multidisciplinary and/or cross-organisation working groups. They must also envisage joint training arrangements that foster knowledge transfer at all levels, and fill any skills gaps that may arise. This requires the creation of new roles and a review of existing jobs to adapt them to the changing environment and the evolving needs of the workforce.
- *Regulatory frameworks*: regulations on data sharing procedures need to be eased, integrated case management by government agencies and private and third sector providers should be promoted, and the development of innovative initiatives facilitated. Adequate regulatory frameworks are essential for the integration and scaling up of these practices into actual processes.
- *Funding and contracting*: payment-by-results mechanisms seem to be efficient in promoting coordinated interventions to address common and shared social problems in an outcome-oriented approach. Other financial schemes, such as 'personal budgets', produce effective incentives because they enable users and case managers to freely purchase the desired mix of services from authorized providers. Thus, they foster the creation of a competitive social services marketplace in which services are closer to the needs of the users. Contracting and tendering reforms could encourage integration and collaboration among different service providers.

Finally, the introduction of ICTs should be combined with the re-engineering of organizational structures and a cultural shift towards embracing social innovation. In particular these two further directions are related to the simplification of services procedures through an open-government approach and the use of the European Structural and Investment Funds to further finance ICT-based developments in the social sector.

With regard to the *simplification of procedures*, the increase in information and knowledge exchange and in openness and transparency provide new opportunities for public administrations to offer user-friendly services. At the same time, they can reduce costs and the administrative burden. An open government approach can encourage this transformation by opening up public data and services and enhancing collaboration in the design, production and delivery of public services. Open processes, activities and decisions enhance transparency, accountability and trust in government.

With respect to the use of the *European Structural and Investment Funds to further finance ICT-based developments in the social sector*, it should be considered that National and regional authorities are in charge of defining their strategies and operational programmes for enhancing territorial development and social cohesion, which form the basis for delivering EU structural funds. Local institutions can play a proactive role in both the allocation of resources and in the fundraising activities needed to meet the co-financing requirements. These resources can be used to finance initiatives that, for instance, help transfer experiences from one country to another, strengthening knowledge exchange across the EU.

Due to the ICTs potential for integration within social service provision, the future of welfare is a welfare characterized by a growing role of collaboration and partnerships between different sectors. This is something that will affect future research directions. Moreover, the spread of partnerships and inter-sectoral integration processes has also been recognised as a strategy in support of social policy innovation initiatives, and it could be interesting to explore this further, since it could offer the policy maker new organizational mechanisms in which data intelligence and business models effectively contribute to social change.

Therefore it is important to answer the question whether social policy innovation strategies, especially ICT-enabled ones, can be embedded in policy design and if so, how and under what conditions. In other terms it is important to deal with the question whether social policy innovation initiatives in general and ICT-enabled social innovation initiatives in particular can be considered as part of the policymaker toolbox. At the same time, it is also important to be aware that social policy innovation strategies will not be the panacea for all welfare state challenges, rather one of the social protection layers of future welfare systems. In fact, according to the literature on the modernisation of welfare systems, there are other measures that need to be considered, such as supplementary minimum income schemes and supplementary employment benefits schemes.

Nevertheless, and according to the results of this research, social policy innovation initiatives, especially those in which ICTs play an important role, represent an important means of modernising social protection systems. ICTs need to be used as part of a broader strategy designed and led by the public sector, which becomes an even more important actor, and will also take on the task of coordinating these multi-layered welfare systems.

1 Introduction

1.1 Policy background

The 2008 crisis and the growing inequalities which followed have highlighted the limitations of the current European social and welfare model. Policymakers have tackled the economic and societal challenges by redistributing resources through the taxation system and granting special benefits to those in need; however, at the same time, they acknowledge that the European Social Model needs to be modernised.

Many experts have proposed new ideas and new solutions for the challenges faced by European welfare systems. This general rethinking of prevailing socio-economic views and perspectives has led to the emergence of two interrelated quasi-concepts: social investment and social innovation. In spite of their theoretical and conceptual limitations, these terms have proven to be powerful tools for shaping policy outcomes.

This trend was enhanced at EU level by the adoption of the Social Investment Package (SIP)¹ in 2013. The EC Communication "*Towards Social Investment for Growth and Cohesion*"², calls for social services to be designed fairly, in a thoughtful and personalized manner, so as to provide equal access to those entitled. In addition, the SIP Communication urges EU Member States to prioritise social investment and the modernisation of their welfare systems in order to address unemployment, poverty and social exclusion brought about by the economic crisis, and also the challenges to the sustainability of social welfare systems posed by an ageing population.

The SIP focuses on social innovation (Jenson, 2015) as a means of providing ways of improving the efficiency and adequacy of social policies and their effectiveness in addressing societal challenges. It also facilitates life-long investment in human capital. The European Commission has already emphasized the importance of embedding social innovation in policy-making processes and connecting innovation policy to priorities. It has paid particular attention to the appropriate use of EU funds to support the implementation of successful policy innovation (EU, 2013; Hubert, Carvalho, & Goudin, 2014). It is recognised that the potential of social innovation is further increased by the growing range of available innovative solutions based on Information and Communication Technologies (ICTs). However, it seems that ICT-based solutions only materialize rapidly on the ground when specific efforts are made to encourage their use in social innovation.

1.2 The IESI Research

In this context, the European Commission's DG Employment, Social Affairs and Inclusion (DG EMPL) and the European Commission's Joint Research Centre joined forces to conduct a research project entitled 'ICT-enabled Social Innovation in support to the Implementation of the Social Investment Package' (IESI).

The key goal of IESI is to support the implementation of the EU Social Investment Package (SIP) by investigating how ICT-enabled Social Innovation can support social investment policies.³

¹ Communication from the Commission to the European Parliament, the Council, the European and Social Committee and the Committee of the Regions: Towards Social Investment for Growth and Cohesion. See: <http://ec.europa.eu/social/main.jsp?catId=1044>

² EC COM (2013) 83 <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52013DC0083>

³ For a more detailed presentation of the IESI conceptual and analytical framework, including the definition of ICT-enabled social innovation developed as part of this research and the concept of Personal Social Services of General Interest (PSSGI) see the previous Deliverables available of the IESI Project's website <https://ec.europa.eu/jrc/en/iesi> and the JRC Science and Policy Report (Misuraca et al. 2015).

More specifically the IESI research project aims to:

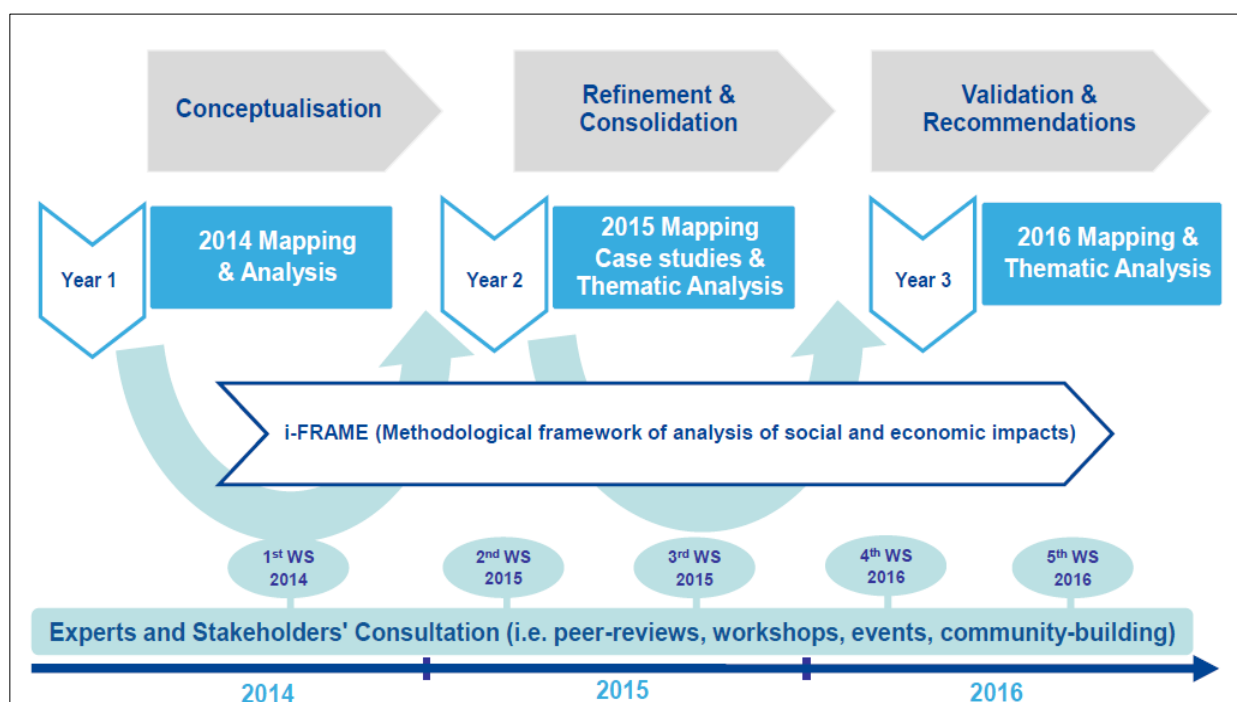
- i. provide a better understanding of how EU Member States can use ICT-enabled social innovation to implement the actions suggested in the SIP;
- ii. contribute to building the evidence base needed for social policy innovation by gathering knowledge, analysing initiatives and raising awareness about successful experiences implemented in EU Member States;
- iii. develop a methodological framework of analysis of the impacts - from micro to macro level - generated by ICT-enabled social innovation initiatives which promote social investment.

The research results are expected to enhance the understanding of how ICT-enabled social innovation initiatives contribute to: better targeting benefits and services; improving the management, provision and coordination of services; designing high-quality and cost-effective services which meet the needs of citizens; and supporting access to and take-up of social services, for instance by enabling simpler procedures, providing better and more targeted information or allowing the development of one-stop-shops.

With regard to the scope of the research, the starting point of the analysis is to identify the Personal Social Services of General Interest (PSSGI) i.e. the services that respond to vital human needs, fight discrimination and create equal opportunities.⁴ More specifically, the focus of the research is the analysis of policy-relevant initiatives related to integrated approaches to social services provision, and hence the study of how they contribute to achieving some of the priorities defined in the SIP objectives.

The IESI three-year research project was designed according to three interrelated Work Packages, namely: Systematic mapping (WP1), Methodological framework of analysis of impacts (WP2) and Thematic analysis/case studies (WP3) as illustrated in **Figure 1** below.

Figure 1: Research Design



Source: own elaboration

⁴ According to Misuraca et al. 2015, PSSGI have been classified through the following typologies: (1) Childcare, (2) Education and training, (3) Social assistance, (4) Social care, (5) Social housing, (6) Employability, (7) Employment, (8) Social inclusion/participation, (9) Civic engagement, (10) Active and healthy ageing and long-term care.

Considerable effort was dedicated during the research, especially in the "IESI Thematic analysis/case studies" Work Package (WP3), to studying the role and impact that ICT-enabled social innovation initiatives promoting social investment may have on the modernisation of the following aspects of the Member States' social protection systems: (1) Social Security/Employment; (2) Social Inclusion and Participation; (3) Active and Healthy Ageing.

Data were collected on a number of relevant examples of initiatives (cases) across the EU. The aim was to analyse the services provided in each case by various stakeholders and intermediaries, from the public, private and third sectors, with a specific focus on their role and relationships. At the same time, the research aimed to better understand the nature and impact of ICT-enabled social innovation in support of social investment, its drivers, barriers and determinants, and the various diffusion paths that characterise each of the above mentioned thematic areas. The case study approach allowed us to gather important insights from both the cross-case analysis and the thematic analysis.

1.3 This report

This report presents the results of the analysis of relevant ICT-enabled social innovation initiatives identified across the EU. It explores the relationships between different typologies of implemented ICT-enabled social innovation and the social protection system in which they are embedded. It also assesses the potential impact of ICT-enabled social innovation initiatives promoting social investment on the modernisation of social protection systems in EU Member States. More precisely, the analysis seeks to determine what the main drivers and barriers for the modernisation of social protection systems are, and what specific impacts are generated by ICT-enabled social innovation initiatives promoting social investment.

Thus the main research questions addressed by the case studies are:

- What role do ICT-enabled social innovation initiatives play in supporting social investment policies in modernising social services?
- What enabling factors in social investments and social innovations contribute to enhancing social protection policies especially in times of crisis? And what are the barriers?

The analyses presented in this report support the evidence on the contribution of ICT-enabled social innovation initiatives which promote social investment for the modernisation of social protection systems, to the implementation of the EU SIP. Therefore the cases studied here also provide a snapshot of the state of deployment of social investment policies which aim to facilitate the implementation of ICT-enabled social innovation initiatives to encourage the modernisation of social services and welfare system in Europe.

This report is structured as follows:

- Chapter 1 introduces the background and rationale of the project, the overall objectives, and outlines the structure of this report.
- Chapter 2 provides an overview of the general methodology followed for the literature review, selection of the case studies and cross-case analysis.
- Chapter 3 presents key findings from the review of the state of the art, which focuses on ICT-enabled social innovation in EU social protection systems and social services delivery models.
- Chapter 4 presents an overview of the case studies, structured along the main relevant dimensions of the research.
- Chapter 5 presents the cross-cases analysis, illustrated with examples from the activities, key results, and challenges of the initiatives.
- Chapter 6 presents the key findings, the conclusions of the study, future research challenges and policy implications.

2 Methodology

2.1 Research design

The key goal of the analysis of case studies which formed part of the IESI research design was to provide evidence of successful and/or promising ICT-enabled social innovation initiatives implemented around Europe to support the modernisation of social protection systems. This enabled us to assess the extent of the contribution of ICT-enabled social innovation to the implementation of the SIP.

More specifically, the case studies aimed to:

- Provide evidence of how EU Member States can use ICT-enabled social innovation to implement the actions suggested in the SIP in order to modernize their social protection systems.
- Contribute to a better understanding of the impact of social policies by studying promising initiatives. The initiatives selected aimed to simplify processes and better target benefits and services, improve management, design high-quality and cost-effective services; and identify effective channels of public value distribution.

In order to achieve the above objectives, five steps were undertaken.

- i. An inception analysis was carried out in order to define the methodology that would be used to conduct the research activities (i.e. a review of the state of the art and the selection of the case studies for in-depth analysis). The inception analysis also reviewed the data gathering tools to be used.
- ii. A comprehensive review of the state of the art in modernising social protection systems was completed. The review comprised relevant literature, policies, theoretical approaches and the level of service provision amongst the different EU countries. It also collected and documented promising initiatives across the EU. Specific emphasis was given to the role played by ICTs, as well as its barriers and enablers.
- iii. We tried to understand the role played by ICTs in these social innovations and the provision of these services as both *enablers* and *game-changers* (Misuraca et al. 2015). This phase aimed to identify relevant examples of the application of ICT-enabled social innovation to support the modernisation of social protection systems in the EU. Basic data and documentation were gathered on 50 potential examples representing the 5 types of welfare systems and illustrating the 10 PSSGI areas included in the SIP.

For each of the 50 examples identified, a short case description providing the context, objectives, activities, main results and impacts was included. In addition, a typology of ICT-enabled social innovation services and impacts was developed. Based on the knowledge gathered, we established some criteria for the selection of case studies.

- iv. Based on the results of the previous steps, the most promising cases among the 50 were selected for further in-depth analysis.
- v. We analysed both the data obtained through desk research and the qualitative data collected through in-depth interviews with representatives of the organizations involved in the selected cases, including beneficiaries and other relevant stakeholders. In each case study, we investigated how ICT-enabled social innovation is being, or has been, implemented. We looked at what results have been achieved in terms of SIP objectives, return on investments and impact areas. In addition, a cross-case analysis was also carried out, which included discussion of the potential implications for policies at local, national and EU level, and with specific regard to the SIP objectives.

2.2 Literature review

A dedicated literature review was deemed necessary to help us select initiatives that would provide relevant insights into achieving the IESI objectives described earlier, i.e.:

- a) explore the relationships between different typologies of implemented ICT-enabled social innovation and the social protection system in which they are embedded, and
- b) assess the potential impact of ICT-enabled social innovation initiatives which promote social investment on the modernisation of social protection systems in EU Member States.

The literature review investigated the state of the art in the modernisation of social protection systems in Europe, in order to identify the main elements that characterise the landscape in which ICT-enabled social innovation initiatives had been implemented. This included a review of relevant scientific literature, policies, theoretical approaches and the level and types of service provision in EU countries and of grey literature such as policy documents and reports by practitioners, administrative sources, and official statistical reports.

We considered the main features of the socio-economic context, such as the relationships between social innovation and social protection systems, the relationships between social protection systems and welfare systems, and the role of services integration and social protection system.

2.3 Case studies

2.3.1 Selection of initiatives

Having completed the literature review which provided the contextual data in which social innovation unfolds, we then selected 50 promising cases. These were chosen from the initiatives identified by the IESI mapping exercise and additional ad-hoc searches.

The criteria used for the selection included: geographical coverage, representativeness of the different welfare systems, coverage of all the relevant thematic areas (derived from a revisited typology of PSSGI), representativeness of the different typologies of stakeholders (public, private and third sector), and maturity or sustainability of the initiative.

A structured, two-step selection process was devised in order to shortlist a sub-set of initiatives for further analysis.

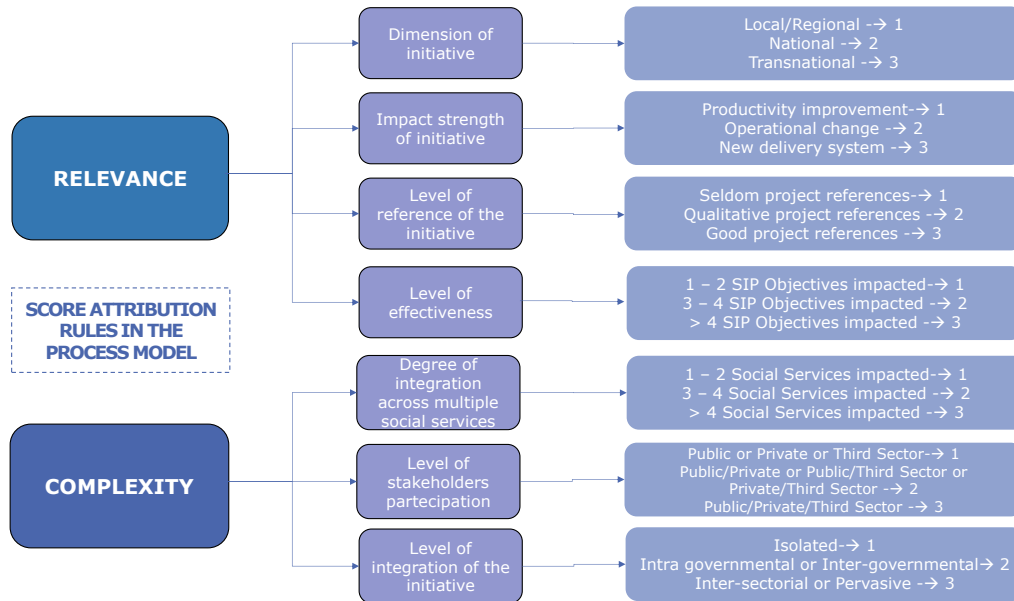
Step 1: Multi-criteria analysis

Taking the data collected on the 50 initiatives as input, we used a ranking model based on the multi-criteria methodology shown in **Figure 2** below. Each initiative was in fact analysed according to the two criteria of 'relevance' and 'complexity' in order to capture its potential systemic impact. This allowed us to give a numerical score to different sub-parameters for each of the 50 initiatives identified.

Step 2: Applying the IESI analytical framework

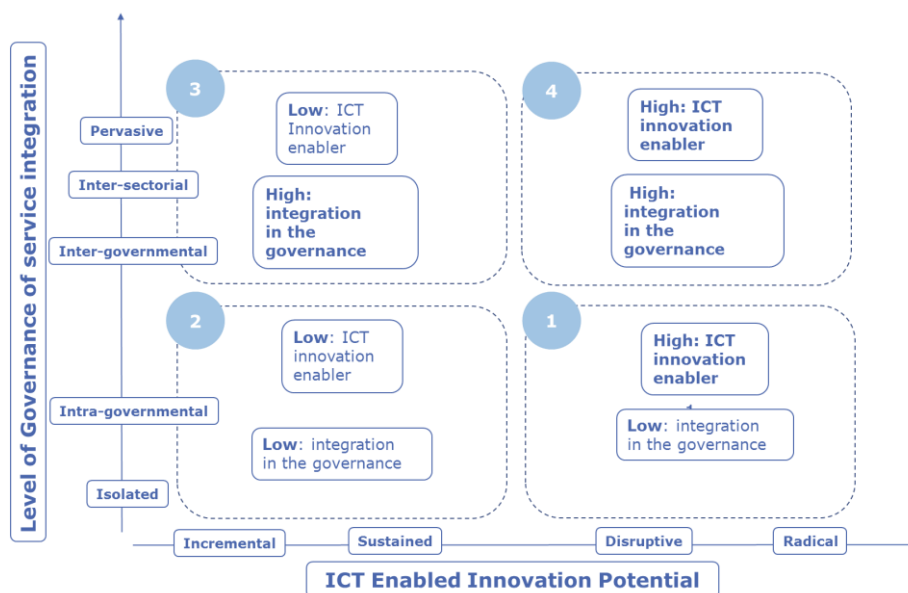
As shown in **Figure 3**, the IESI analytical framework from the 'IESI Knowledge Map' (Misuraca et al. 2015) was then used to further assess the initiatives. While the ICT-enabled innovation potential was used as a clustering factor – choosing initiatives belonging to both the "ICT as an enabler" cluster (incremental and sustained innovation) and "ICT as a game changer" cluster (disruptive and radical innovation) – the level of governance of service integration was used as a ranking factor (choosing initiatives with the highest level of governance).

Figure 2: Multi-criteria methodology



Source: own elaboration

Figure 3: Components of the IESI analytical framework



Source: own elaboration

Based on the scores obtained in Step 1 and having applied the selection criteria in Step 2, a final ranking of cases was obtained. A final check was performed to ensure that the 5 different welfare systems and all PSSGI services were represented fairly and a sub-set of 14 most promising cases was selected for further in-depth analysis.

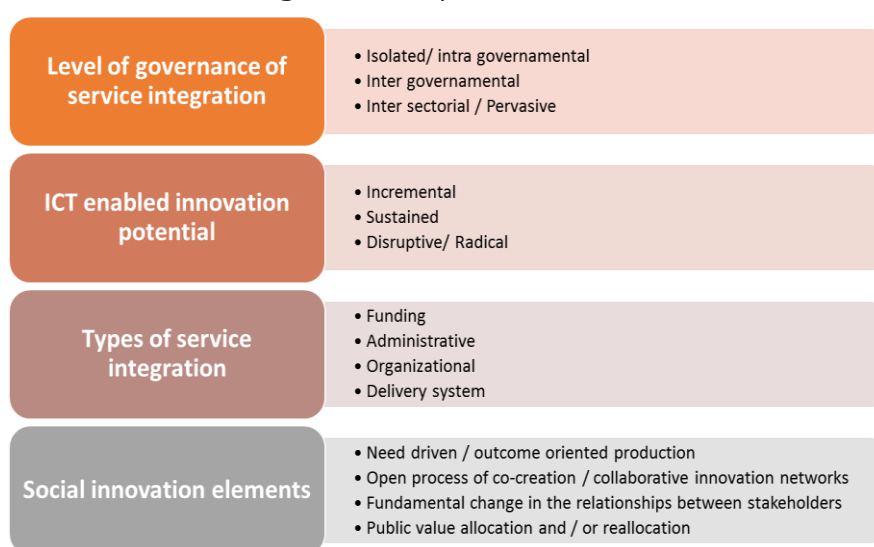
2.3.2 Analysis of case studies

The analysis of the selected case studies followed three main methodological steps: (i) desk research, (ii) interviews, and (iii) case development and analysis. The desk research focused on technical documents, publications and reports produced by policy makers, researchers and academics, and also surveys undertaken by consultants and international experts. The aim was to obtain specific and reliable data about the context and the impact of each of the initiatives under analysis, and to identify and select relevant key informants.

Each interview was based on the gaps identified by the desk research and tailored to the type of stakeholder to be addressed, in order to improve the quality of the data already gathered. Besides providing input for the case reports and the case study analysis, this exercise also contributed to improving the IESI Knowledge Map and the related data validation process (see IESI analytical framework).⁵

The subsequent cross-case analysis built on two different and relevant components. On the one hand, particular attention was paid to descriptive components such as the type of initiatives, area of social services covered, location, scale of implementation, operational funding, target users, stakeholders involved and partnerships built around the initiatives. On the other hand, a significant effort was dedicated to identifying the factors that generate impact, social innovation elements, ICT-enabled innovation potential, levels of governance integration, and type of service integration. The analytical framework adopted for the cross-case analysis takes into consideration the coverage of different elements which are important for clustering the initiatives, as illustrated in **Figure 4**.

Figure 4: Analytical framework



Source: own elaboration

The methodology followed to select the cases took into account the level of governance of service integration and the ICT-enabled innovation potential they presented. The cross-case analysis focused on the remaining two dimensions of the IESI analytical framework, i.e. types of service integration⁶ and elements of social innovation⁷ (see Misuraca et al. 2015).

⁵ Clearly, the sample of initiatives gathered at this stage of the research was not statistically representative of the universe of ICT-enabled social innovation initiatives for the modernisation of social protection systems, not only because of its limited size but also because the overall population is unknown. Nevertheless, it represents a substantial effort towards providing a better and more structured understanding of the field, the critical success factors of policies in that field, common patterns and emerging trends.

⁶ According to Misuraca et al. 2015 building on Kodner 2009, the integration might be at funding, administrative, organisational or delivery system levels. More precisely, funding integration might be due to the use of funds coming from different sources (e.g. different public bodies, PPPs, etc.). Administrative integration may be achieved through consolidation/decentralisation of responsibilities and/or functions, inter-sectorial planning, needs assessment, or joint purchasing. Organisational integration might happen through co-location of services, interagency planning, contracting, strategic alliances or networks building. Finally, delivery system integration can be achieved through case management, informative cooperation, multi-disciplinary teamwork, etc.

⁷ According to Misuraca et al. (2015) building on Bekkers et al. (2013), social innovation elements may be described conceptually as (i) needs-driven/outcomes-oriented production, (ii) an open process of co-creation/collaborative innovation networks, (iii) a fundamental change in the relationships between stakeholders, and (iv) public value allocation and/or re-allocation. The IESI research considers and describes where ICTs play a crucial role in the generation of public value (Public value creation) and/or in the public value distribution (Public sector social services provision).

3 Review of the state of the art

3.1 Social protection systems in Europe

3.1.1 Social investment trends

Since the '80s, expenditure has increased mainly on old age insurance and pensions (Nikolai, 2012). However, expenditure on education and training, family and child benefits, health prevention or active labour market policy has not changed significantly, despite efforts by the European Commission and the advantages associated with the adoption of a "social investment perspective". As a result, the portfolio of services offered in EU Member States is inadequate to address current societal challenges. In fact, the financial gap between what is needed to address societal challenges and actual social investment in public services delivery, at existing employment levels, was estimated by Accenture and Oxford Economics to reach around \$1600 billion in 2025 across 10 countries, with a gap of 30 billion for Italy (1.3% of GDP in 2025) and 170 billion for the UK (5.4% of GDP) (2013).

The ESPN Thematic Reports on Social Investment per country 2015⁸ provides insights into social investment and results at national level. For instance, Nordic and Anglo-Saxon countries, especially Finland and Ireland, present the clearest cases of "one-stop-shop" initiatives, even if these are still under development. The integration of social services provision in these welfare models is at its most advanced - especially in Sweden and in the United Kingdom. Of the continental countries, the Netherlands is the most advanced in that field, together with France, Belgium and Luxembourg. However, the shortage of resources following the economic crisis is expected to negatively affect the performance of social service delivery processes in these countries, in the mid- to long-term. In contrast, harmonization is lacking in some continental countries like Austria and Germany, and also in Denmark (a Nordic Country).

This lack of coordination also exists in most Mediterranean and Central-Eastern European countries. In addition, the situation in the latter is expected to worsen because of the shortage of economic and financial resources straining public administrations and, in turn, their capability to afford quality social services delivery. Underperforming social services are common in Mediterranean countries (e.g. Cyprus, Malta and Greece) and in the Central-Eastern European countries (e.g. Poland, Romania, Bulgaria and the Czech Republic). Croatia and Slovenia are exceptions and represent positive examples of reforming countries in Central-Eastern Europe. Indeed, they are in the process of developing one-stop-shop models to deliver social services to their citizens.

In this context, the increasing demand for social protection has hindered full implementation of social investment policies even in those countries where social reforms started earlier and were implemented through structural changes. For instance, Sweden and Denmark have shifted to less costly forms of labour market activation, where counselling replaces training and unemployment benefits have been reduced drastically. According to De la Porte-Jacobsson (2012), who examined EU Member States employment policies in the 1990s and 2000s *'there have not really been clear and massive shifts from passive to active expenditure on labour market policies in the EU-15, but expenditure for both is depleting, while participants in active labour market programmes are increasing in order to be able to receive benefits'*.

Even more alarming is the decrease in public expenditure on families and children, considering the positive correlation between higher rates of women in employment and poverty reduction, and between the availability of early child education and care services and future career development prospects for children.

As for education, findings from the OECD Social Report (2014), show that *'consolidation efforts halted the long-term trend of rising public spending on education: it declined*

⁸ Some of the more relevant findings are analytically reported in the **Table 1**.

relative to GDP between 2009 and 2010 in more than half of OECD countries, with cuts especially sharp in Hungary, Iceland, Italy, Sweden, Switzerland, and the United States'.

The social investment perspective emerged as a response to changing conditions across Europe, including de-industrialization and increased international competition, an ageing population, changing gender roles in labour markets and households, and the introduction and diffusion of new technologies. All these factors –particularly the demographic trends – call for more and better welfare services. However, the economic and financial crisis has led EU Member States to contain or even reduce social spending and look for efficiency gains in social services. Thus, they hope to do more with fewer resources.

3.1.2 Welfare systems reforms in Europe

According to recent publications (e.g. Eriksson, Einarsson, and Wijkström, 2014; Hemerijck, Dräbing, Vis, Nelson, and Soentken, 2013; Morel, Palier, and Palme, 2012), welfare state reforms have been implemented in all European countries over the past three decades. Initially, these reforms were about social and economic policy adjustment and mainly focused on economic competitiveness. Then, once the European economic and monetary union was established, EU Member States became more willing to adapt measures of cost containment together with more active labour market policies such as subsidized employment and training.

From 2000, new emerging societal challenges related to new work values, family, gender relations and social integration, reinforced by problems such as population ageing, de-industrialization, and changing family roles (see e.g., Esping-Andersen et al, 2002) pushed policy makers to promote more active welfare models. Most EU countries initiated substantial welfare reforms in order to maximize employment, restrain early retirement and reconcile work and family life.

According to Hemerijck (2013), Hemerijck et al. (2013), and Nelson (2012), there seems to be no radical changes in welfare reform patterns in Europe. Even when changes are substantial, policies do not depart from existing practices (Esping-Andersen et al. 2002). Most reforms represent cumulative policy adjustments across adjacent policy areas. Social investment is another key means of bringing down unemployment by channelling (less productive) workers into social security programmes and maximizing the rate of employment.

Both the Continental and the Nordic models moved from labour-shedding policies to employment maximising strategies. In addition, in the Continental welfare model minimum income provision was strengthened and there was a shift from male-breadwinner family support towards family services based on female employment and work-care balance. Though there is a variety of regime-specific measures (Palier 2010, Esping-Andersen 2010), there is also a convergence between social policy and employment objectives, in line with the policy initiatives promoted by the EU agenda to encourage the transformation of the welfare state (Bouget 2005). This process signals a transition from a passive/corrective welfare state to a proactive investment strategy more focused on prevention, activation and social servicing (Hay 2004).

Finally, in terms of old social policies such as pensions, more Member States are making occupational and private pensions compulsory, and have developed systems linking benefits with actual contributions.

To summarise, an analysis of the status of implementation of welfare policy reforms in Europe is presented in Table 1 below. It is structured according to the following dimensions proposed by Hemerijck (2013b): (1) macroeconomic policy (including fiscal, exchange rate, and monetary policy); (2) wage bargaining and industrial relations; (3) labour market policy; (4) labour market regulation; (5) social insurance and social assistance; (6) old age pensions; (7) family and social servicing; (8) welfare financing; and (9) governance and social policy administration.

Table 1: Implementation of policy reforms in European welfare systems

	Anglo-Saxon Welfare model	Nordic Welfare model	Continental Welfare model	Mediterranean Welfare model	Eastern-European Welfare model
Macroeconomic policy (including fiscal, budget, and monetary policy)	Cut in public sector size with the decrease of replacement	Cut in public sector size with the decrease of replacement			Cut in public sector size
Wage bargaining and industrial relations	Collective bargaining agreement not binding; introduction of minimum wage	Collective bargaining agreement; introduction of minimum wage	Collective bargaining agreement	Collective bargaining agreement, especially in Italy	Collective bargaining agreement only in a minority of countries; introduction of minimum wage
Labour market policy	Activation labour policy, more stringent conditions for benefits, training and life-long learning	Activation labour policy, more stringent conditions for benefits, training and life-long learning. Flexicurity model, which is the integration of generous unemployment benefits, active labour market policies and flexible labour markets, with the aim of improving workforce's quality while reducing unemployment	Activation labour policy, more stringent conditions for benefits, training and life-long learning, some forms of flexicurity	Activation labour policy in Spain	
Social insurance and social assistance	Tax cut for low wages, support for the long-term unemployed marginal workers, short-term unemployed, older regular workforce, and support for the disabled.	Support for low wages workers, support for the long-term unemployed, marginal workers, short-term unemployed, and older regular workforce	Support for disabled, long-term unemployed, marginal workers, as well as short-term unemployed	Limited support for marginal workers, mostly for insiders	Support to long-term unemployed marginal workers, short-term unemployed, and older regular workforce
Old age pensions	Increase in retirement age, expansion of support to groups having lower income or irregular employment	Flexible retirement age, increase in pension age, move from a defined benefit to a defined-pay-as-you-go contribution system	Increase in retirement age, more flexibility in retirement age, partial privatisation of pensions, with complementary occupational or private plans	Increase in retirement age, linking of the pension formula to contributions in a quasi-actuarial fashion, introducing a public notional defined contribution system	Reforms of pension systems through privatization and individualization of savings. Before the reforms, pension systems were defined as "pay as you go" (transfers from public firms to the state budget with scarce contributions from workers

	Anglo-Saxon Welfare model	Nordic Welfare model	Continental Welfare model	Mediterranean Welfare model	Eastern-European Welfare model
Family and social servicing	Increase of maternity and paternity leave, measures to provide a better balance between work and life, increased access to childcare, policies to increase female employment	Increase of maternity and paternity leave, measures to provide a better balance between work and life, increased access to childcare, policies to increase female employment	Increase of maternity and paternity leave, measures to provide a better balance between work and life, increased access to childcare, policies to increase female employment	Increase of maternity and paternity leave	Increase of maternity and paternity leave, increased access to childcare
Welfare financing	Benefits related to contribution and less to taxation	Benefits related to contribution and less to taxation	Benefits related to contribution and less to taxation		In Czech Republic there was a shift from tax financing in order to increase payroll financing. In this way social contribution was linked to benefit.
Governance and social policy administration	In Ireland from 1994 onwards the state became less involved in the implementation of social policies, as for example public employment services were moved to non-statutory agencies	In Denmark the second Rasmussen government reformed the Public Employment Services, streamlining the responsibilities for all labour market policies both for insured and uninsured jobseekers under a single National Labour Market Authority	In Germany the Hartz commission recommended the restructuring of the social insurance system, and in particular of the German Public Employment Service governance		

Source: IESI internal elaboration

The above table shows that the Nordic and Continental countries implemented structural reforms earlier than the other countries and in more depth. They also pursued synergies with social investments policies.

For example, these countries (particularly the Nordic ones) have implemented labour market policies combined with training, life-long learning, and flexicurity policies. These policies aim to mitigate inequalities by leveraging human capital and thus the quality of the workforce, while at the same time reducing unemployment.

The Anglo-Saxon countries have adopted similar employment policies although these do not include any form of flexicurity.

By contrast, the Mediterranean countries – with the exception of Spain – and the Eastern European countries did not adopt any significant structural measures to support the workforce until the crisis. In recent years, the Mediterranean countries have started to adopt some reforms of the labour market and other structural reforms addressing their social protection systems. However, these are not considered in the above table because they have not affected society yet.

These differences in labour market policies are also apparent in other structural policies such as old age pension policies. Nordic and Continental countries have introduced flexible retirement age policies and increased the pension age, as have other countries.

Policy measures to support family and work life balance were adopted to some extent by most EU Member States, at least in relation to the “increase of maternity and paternity leave”. However, only in the Nordic, Anglo-Saxon and Continental welfare models have these measures been associated with other measures which support a better balance between work and life and greater access to childcare and female employment. In these countries, the benefits of structural changes in their welfare systems have also been translated into reduced taxation and rationalized public administration services. In most cases, this was accomplished by integrating various social services and creating a single point of access.

The structural reforms allowed Nordic, Central European and Anglo-Saxon countries to also adopt more active social insurance and social assistance policy reforms. For example, they were able to introduce tax cuts for low wages workers, and to offer more support to the long-term and short-term unemployed and regular older workers as well.

3.2 Key characteristics and trends of European social services

3.2.1 Social services delivery

A social services system is generally defined as the (combination) of interventions, programmes and benefits that are provided by governmental, civil society and community actors to ensure the welfare and protection of socially or economically disadvantaged individuals and families. In this respect, social services are mainly provided by public sector organisations, and different levels of government, using traditional public service delivery mechanisms. However, social services can also be contracted to private organizations through concessions, transfers, outsourcing, or other public-private partnerships systems, such as framework contracts and service-levels agreements. Contracting out is becoming more and more common: citizens and organizations from the private or the third sector are complementing the public sector in providing services, or are acting as partners in designing and implementing different service delivery phases. Often the design and provision of new innovative services can be initiated by private or third sector organisations, and subsequently incorporated into the public service delivery system.

The Commission Communication on social services of general interest (April 2006 - COM (2006) 177 final) defines two main categories of social services:

- i. "Statutory and complementary social security schemes, organised in various ways (mutual or occupational organisations), covering the main risks of life, such as those linked to health, ageing, occupational accidents, unemployment, retirement and disability".
- ii. "Other essential services provided directly to the person. These services that play a preventive and social cohesion role consist of customised assistance to facilitate social inclusion and safeguard fundamental rights. They comprise, first of all, assistance for people faced by personal challenges or crises (such as debt, unemployment, drug addiction or family breakdown). Secondly, they include activities to ensure that the persons concerned are able to completely reintegrate into society (rehabilitation, language training for immigrants) and, in particular, the labour market (occupational training and reintegration). These services complement and support the role of families in caring for the youngest and oldest members of society in particular. Thirdly, these services include activities to integrate persons with long-term health or disability problems. Fourthly, they also include social housing, providing housing for disadvantaged citizens or socially less advantaged groups."

By the same token, according to EC (2010) social services improve citizens' quality of life by helping to tackle issues such as market externalities, information asymmetries, distributional concerns, agency problems, natural monopolies, public goods and services (Cichon et. al. 2004, Greve 2002). Welfare states have several instruments they can use to remedy these negative externalities, e.g. governments are able to tax public "bads" (Albrecht, 2006).

The social services delivery systems carry out the following series of functions:

- Provision of care and support, which is obviously the key function of Personal Social Services (PSS - which include PSSGI) systems. Each country decides which sectors provide the services and how, and who receives them under what circumstances.
- Community development and care coordination, because all systems have to figure out and coordinate efficiently additional non-state resources, due to the fact that limited funding is available for services.
- Social control, consisting of the enforcement of societal rules and procedures, and also societal norms. For example, mentally ill individuals and young offenders can act in ways that are not in their own interests and can also represent a threat to other citizens.
- Protection, especially of children, older people, and the disabled who can be vulnerable to abuse and exploitation.
- Regulation: countries have adopted a decentralized mixed economy in which the central state plays a crucial role in regulating PSS by setting standards and monitoring developments.
- Social integration of excluded groups into mainstream society.

The stakeholders responsible for the above functions belong to three main sectors:

- The public sector, including local, regional and central government. Personal social services can be provided by individual departments or as part of larger departments such as social security, health and education.
- The for-profit sector, which is growing in size and relevance in some EU countries (e.g. United Kingdom). The organizations operating in this sector are sometimes difficult to distinguish from the ones operating in the voluntary non-profit sector. The only criterion that may differentiate these two sectors is an annual budget surplus in the former.

- The voluntary non-profit sectors (consisting in self-help groups like the Alcoholics Anonymous or NGOs). These use both paid and unpaid resources, and volunteers working inside or outside formal schemes.

The evidence collected in this research suggests the following common trends in policy reforms:

- Promotion of targeted programmes for the social and economic integration of socially unprotected families by distributing social protection funds and operational activities that target not only households, but also specific individuals according to their social and economic needs.
- Reconsideration of social protection systems in terms of not only existing operations, problems and service provision, but also the needs of future generations in order to ensure their sustainability.
- Introduction of roadmaps consisting of specific steps to improve social protection.

It is worth noting that the use of ICTs boosts the operational transformation in social services delivery processes in the above mentioned trends in policy reforms. For example, it allows:

- An open-government approach, and also the re-use of data through electronic channels and across the entire public sector.
- The use of the European Structural and Investment Funds (ESI) in the 2014-2020 period to further finance ICT-based developments in healthcare with a view to ensuring better connectivity between and among national healthcare systems.
- The integration of systems across departments and public authorities. This allows data and processes to be automatically shared, so that support can be tailored by predictive analytics based on evidence of what works for different customer groups.
- The collection of information on policy interventions in order to build evidence to inform future policy design.
- Online access to all transactions, information and services.

3.2.2 Social services integration

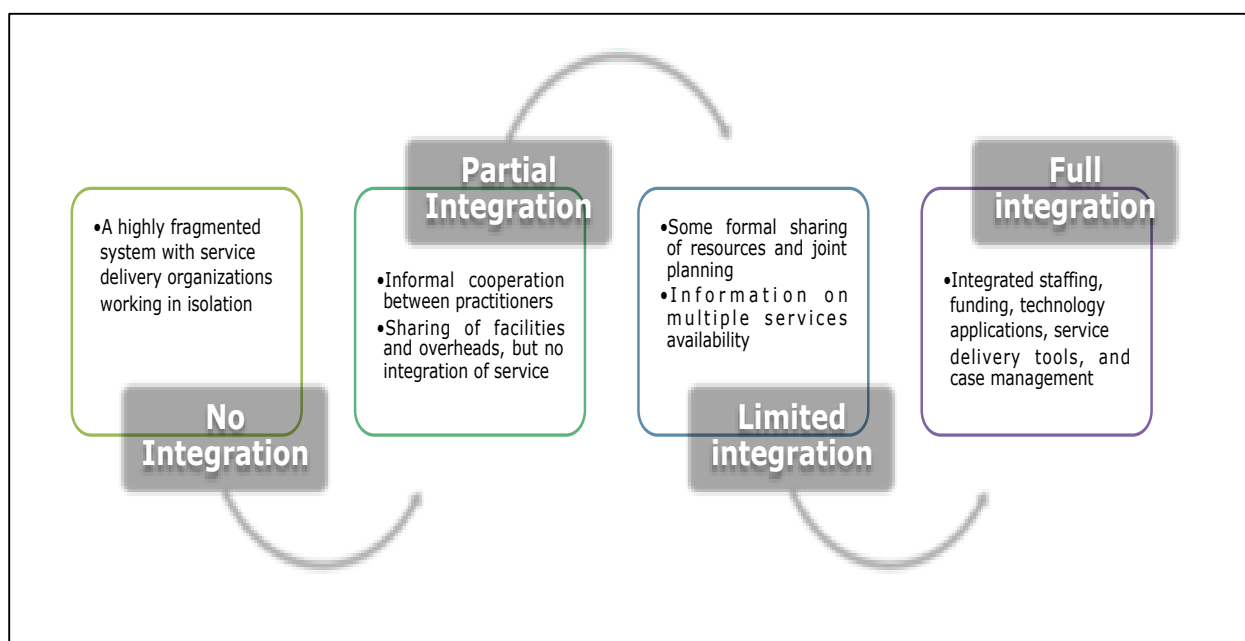
To cope with the societal challenges and demands for social services mentioned in the previous subsection, new approaches to service delivery are necessary. The literature review carried out shows that service delivery should have the following characteristics:

- *Integrated services*: human resources management and social service delivery model design need to be integrated in order to create more effective solutions for people at risk and for disadvantaged groups. Governments are exploring the potential of integrating their various systems and service models to provide a single point of customer service. This will reduce administrative costs and increase efficiency by removing duplication. Moreover, eliminating barriers to access and offering a more user-centric approach would improve service efficiency and user satisfaction.
- *Shared services*: combining back-office processes reduces costs and increases the effectiveness of service delivery. Moreover, sharing administrative systems and processes allows governments to better leverage their technology and service provider budgets. Some governments have taken this approach further, making use of cloud technology to provide infrastructure and systems as a service, offering greater agility and responsiveness to their human resources and social service agencies.

- **Public Private Partnership (PPP) models:** PPPs can help achieve cost-efficiencies. By contracting services out to the private sector, governments might be able to reduce overheads, focus on core service components, and achieve greater flexibility and agility within the service environment. Moreover, PPPs can achieve greater efficiency, as private organizations seek to reduce costs while maintaining high levels of service delivery. However, to maximize the value of PPPs, governments must mitigate the risks associated with third-sector relationships. They must also structure reimbursement in a way that incentivizes efficiency and positive outcomes while preventing fraud and abuse.
- **Greater accountability:** governments are also trying to increase the impact of their services by strengthening financial and accounting systems. Thus, they not only achieve greater effectiveness, but also enhance their ability to detect fraud and address system inefficiencies. Furthermore, governments are also experimenting with dynamic pay-for-performance models in existing markets through PPPs. This kind of model embeds the principles of accountability into service provision and creates programmes that are focused on outcomes rather than processes.

According to KPMG (2013), “services integration” denotes efforts to increase the coordination of operations within human resources and social services systems. Its overall aim is to improve efficiency and client outcomes. As shown in **Figure 5** below, the integration process can be depicted as a continuum from no integration to full integration.

Figure 5: The integration continuum



Source: KPMG 2013

The provision of integrated services offers the following advantages from an operational perspective:

- increased capacity and value for money by reducing duplication in administrative processes;
- improved strategic planning and system integrity, as the sharing of information between different agencies and programme areas improves the understanding of service usage patterns and client needs;

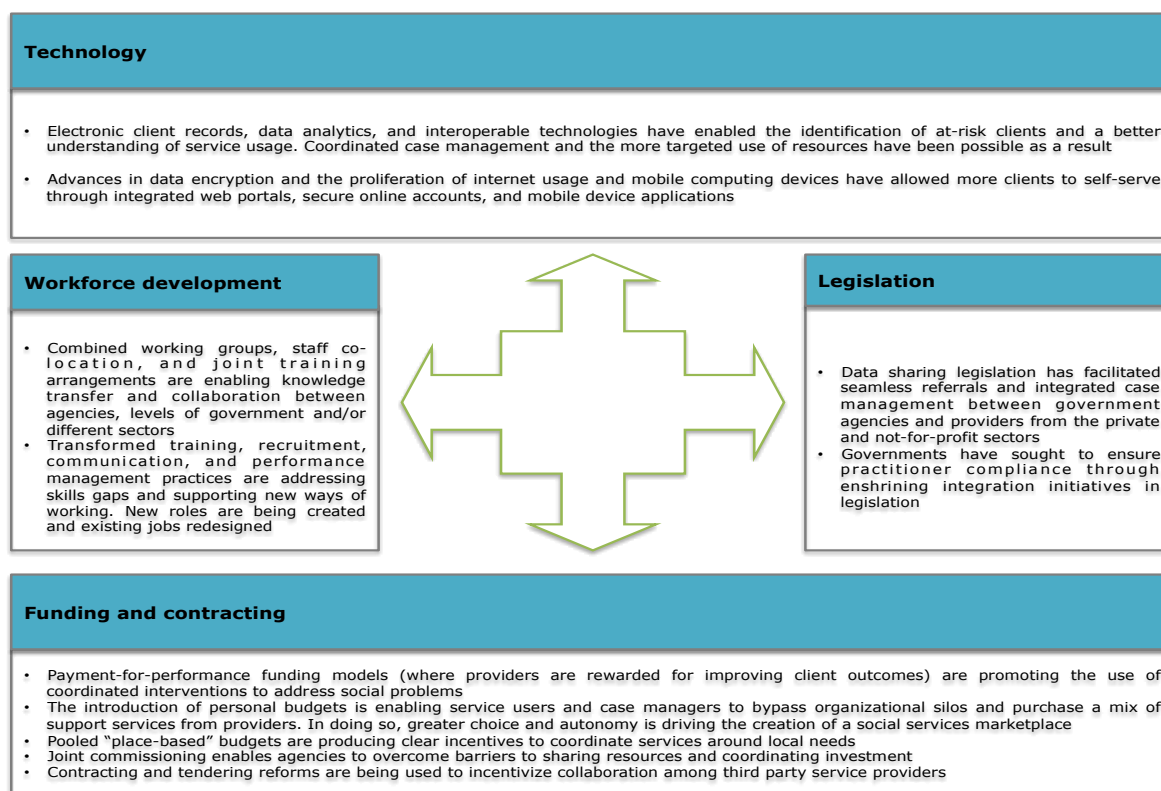
- reduced demand for emergency services, since smoother and more coordinated assistance can help stabilise the conditions of clients, thus reducing the need for more costly crisis interventions.

Moreover integrated services offer clients the following advantages:

- simplified access through one-stop-shops and integrated online portals;
- holistic and customized support through better understanding of their needs;
- faster response times, as streamlined back-office systems improve processing times;
- improved outcomes and user experience, as better sequencing and coordination of interventions can improve client outcomes over time.

The key enablers of services integration can be represented and explained as shown in **Figure 6** below:

Figure 6: Key Enablers of Service Innovation



Source: KPMG 2013

It is useful to briefly examine the three main drivers of service integration:

- **Demographic transition:** more and more individuals are affected by a range of different conditions and use multiple services. Advances in technology have made it possible to link information across programme areas and identify individuals with complex needs. In addition, population ageing is prompting the redesign of the provision of care for the aged, because of sustainability challenges for care providers, changing family dynamics and structures, high levels of household debt, and declining private pension coverage. These factors mean that more older people will rely on care provided by government rather than relatives or personal savings.

- **Client expectations:** digital technologies are transforming the way individuals can interface with service providers across a range of industries. They now expect to be able to access information and services through the web and mobile devices. Human and social services leaders are responding to these cultural changes and new usage patterns by developing a range of new digital platforms, including integrated websites, online accounts, and smartphone and tablet apps.
- **Economic pressures:** the global economic downturn has caused a rise in unemployment (particularly long-term) in many countries. Governments have started to bring together services to address the demand and supply-side barriers that prevent individuals from finding sustained employment. However, at the same time, high levels of sovereign debt have led to public sector austerity measures in many developed economies. This makes the issue of more cost-effective service delivery one of the top priorities in policy agendas.

As regards integrated services provision, the following trends need to be considered:

- **Client pathways:** aim to provide a more targeted and personalized approach that enables clients with complex needs to receive coordinated services and support. In addition, they enable most clients to serve themselves through streamlined access points. This trend also applies to government interventions which target the way clients engage with services. Governments are building capacity in big data analytics, as the growing complexity of datasets makes client patterns difficult to identify without approaches of this kind.
- **Focus on outcomes:** service providers are increasingly expected to deliver demonstrable improvements in client outcomes. Governments are increasingly investing in building an evidence base for services integration. They are developing funding regimes linked to measurable outcomes, and coordinating upstream interventions that focus on prevention. Service delivery providers are testing a range of techniques and tools which encourage case workers and clients to focus on achieving a set of agreed outcomes.
- **Online access:** secure online accounts that allow users to navigate and access programmes have become the norm in many jurisdictions.
- **Inter-governmental integration:** there is growing recognition that greater coordination between different levels of government is essential to improve system integrity. It reduces both duplication and gaps in service provision, and enables comprehensive responses to clients' complex needs. Examples of government actions in this respect include:
 - Joint commissioning:** through joint-commissioning, governments at different levels find ways to combine resources, align incentives, and optimize system level outcomes.
 - Interoperability:** new frameworks, tools, and technologies are being developed to enable systems to interact and exchange information across different levels of government.
- **Inter-sectorial integration:** governments are increasingly seeking opportunities to build partnerships with service providers in the private and not-for-profit sectors, because of the significant role they play in delivering publicly-funded services. The current service delivery sector is highly fragmented and uncoordinated. Therefore individuals and families in need of support must navigate a confusing array of providers and services. In an attempt to solve this issue, governments are taking the following actions:
 - **Network integration:** governments bring together community agencies in formal networks to offer clients seamless support as they move through family support services.

- **Resource sharing:** many governments make information available through open data portals; others have set up common client databases and removed barriers that have previously prevented the sharing of client information across sectors; finally some governments are engaged in staff co-location.
- **Funding and contracting:** governments have streamlined contracting processes by standardizing terms and consolidating contracts. They also use funding to incentivize community sector consolidation, collaboration, and social enterprise, and to produce joint investment strategies.
- **Location-based integration:** there is growing support for the notion that complex social problems are best addressed through coordinated local-level interventions. Governments have begun to undertake location-based planning, which has led to the restructuring of human resources and social services departments along geographical rather than programme lines. This gives them a better understanding of local needs and enables them to react more effectively to local needs.

3.2.3 The one-stop-shop model

A typical example of services integration is the “one-stop-shop” model. Following Askim et al. (2011), a “one-stop-shop” can be defined as an organizational model in which service users are provided with a single entry point into the welfare system. This model is used to improve coordination in welfare services provision, and takes various forms, such as fully integrated and physically co-located services, virtual information portals, frontlines of complex single agencies or umbrella structures for several agencies.

The participant structure of “one stop shops” may be thought of as a variable. In some cases, this structure can be quite simple, for instance when a single agency with a wide task portfolio implements a “one stop shop” for its customers. In other cases, the structure is more complex. For example, the “one stop shop” may operate on top of partner organizations and aim to maximize the convenience to the clients of all partners through service integration, operating as an intergovernmental partnership. In this case, partner organisations remain separate but parts of their services are integrated.

Coordination in “one-stop shops” usually occurs when policy best meets citizens’ needs. “One-stop shops” represent a mechanism for increasing accessibility, enhancing bottom-up accountability, achieving greater efficiency, and reducing transaction costs and duplications from the perspective of citizens, providers and governments. Kubicek and Hagen (2001) distinguish between “first stop shops”, “convenience stores” and true “one-stop shops”. The “first stop shop” merely points citizens to relevant services. In this case, clients have to take at least one more step, which implies substantial, pro-active involvement on their part. The “convenience store” model is when several transactional services are located in a single office or on one website. In this case, citizens are also required to take further steps themselves. The final type, the ‘department store’ or true one stop shop, integrates specific client groups, and/or focuses services around specific life events or administrative matters affecting citizens.

The key dimensions defining “one stop shops” with associated values are presented in **Table 2**. Although the values presented are binary, each variable can be thought as a continuum, with “one-stop shops” located in the continuum between these two values.

The first dimension is the tasks portfolio, which represents the range of services delivered. The breadth of the task portfolio (narrow vs. broad) corresponds to the range of policy areas covered. As an example, some “one-stop shops” only deal with unemployment, while others offer services in other areas such as pensions, welfare benefits and social services. The depth (shallow vs. deep) refers to work processes: some “one-stop shops” provide only partial product closure (i.e. information or

signposting only), while others provide complete product closure (i.e. information, advice, assistance to the application processes and case closure).

We also differentiate “one-stop shops” according to how autonomous they are. Those with low autonomy, where participation is compulsory, have little discretion in terms of budget, management, and organization. Those with high autonomy, where participation is voluntary, have a high degree of discretion in terms of budget, management, and organization.

They can also be distinguished in terms of participant structure. Simple structures include only a few partners and a single public level of government, and complex structures involve several agencies and levels of government, as well as a mix of public and private actors.

Proximity to citizens is another factor: services can be distant (e.g. regionally-based service) or close (e.g. locally-based neighbourhood services virtually accessible in citizens’ own homes).

Finally, if we look at the instruments (tools or mechanisms) used to facilitate joint working, we can distinguish between low integration, when the services are located together but managed separately and high integration with joint management, budget and recruitment.

Table 2: Dimensions of one-stop shops

Variable	Values and Examples	
Tasks portfolio	<i>Narrow</i>	<i>Broad</i>
	Few policy areas: e.g. employment only	More policy areas: e.g. pensions, welfare benefits, social services
	<i>Shallow</i>	<i>Deep</i>
	Information/ signposting only (only partial product closure)	Information + advice + assistance with applications; case closure on the spot (complete product closure)
Participant structure	<i>Simple</i>	<i>Complex</i>
	Few agencies	Multiple agencies
	One municipality	Several municipalities
	One level of government	Several levels of government
	Public sector only	Mix of public/ private/ NGOs
Autonomy	<i>Low</i>	<i>High</i>
	Compulsory participation in one stop shop;	Voluntary participation in one stop shop;
	Little discretion in terms of budget, management, organization	High discretion in terms of budget, management, organization
Proximity to citizen	<i>Distant</i>	<i>Close</i>
	Regionally based service	Locally based neighbourhood service; virtual service accessible in own home
Instruments	<i>Low integration</i>	<i>High integration</i>
	Co-located services but separately managed	Joint management; joint budgets; joint recruitment; personal shopper

Source: Askim et al. 2011

3.3 ICT-enabled social innovation in social service provision

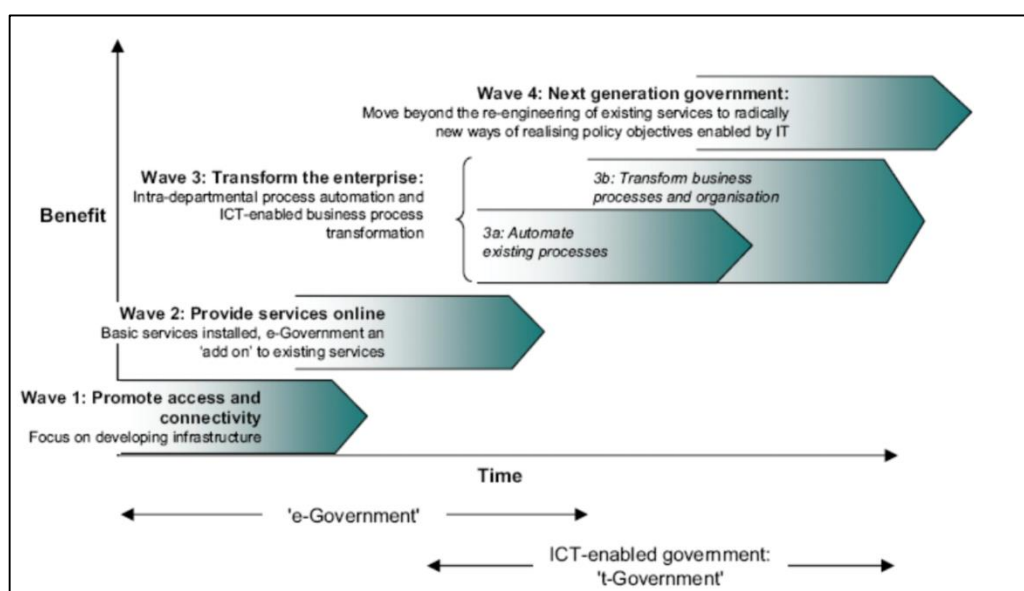
3.3.1 ICTs supporting the transformation of social service delivery

In general terms, the use of ICTs has an impact on the transformation of social service delivery, as it facilitates targeting by identifying beneficiaries more effectively. It also improves payment mechanisms, allowing savings on operational costs (time and human resources) and on benefits provided (avoiding double allowances). Their use also makes interventions more effective (thanks to greater accuracy) and encourages greater trust in government, through better user experience.

ICTs can be used as a vehicle to increase accountability, and to transform and extend the reach of service delivery to the underserved in an innovative, fast, and cost-efficient manner. In fact, ICTs are able to increase accessibility, inclusivity and flexibility in service delivery, allowing more citizens to interact with government, with the flexibility of choice offered by multiple delivery channels and in more convenient timeframes.

Thus, governments can transform the way services are delivered by using ICTs, rather than simply cutting back on social services in the face of budget deficits. Following Booz et al. (2005), we describe four main waves of ICT adoption by governments in **Figure 7**.

Figure 7: Waves of ICT adoption by governments



Source: Booz et al. (2005)

The first wave focused on improving access and connectivity, and was largely concerned with the development of infrastructure. The second wave provided add-ons to existing services through online provision. The third wave, led by efficiency agendas, focused on the automation of existing processes. Governments have re-engineered their business processes and implemented faster ones enabled by ICTs. Thus, ICTs have played an important role in improving the effectiveness and accessibility of government services, even though more integrated and citizen-centric service delivery still requires further transformation of business processes to adopt and respond to new technologies. This will be achieved in the fourth wave in which the traditional channels for running the back-office of government become ICT-enabled and seamlessly integrated. In this stage, governments will shift from re-engineering existing processes to envisioning completely new ways of implementing service delivery.

The framework proposed by Booz et al. in 2005 is still valid from a conceptual standpoint. However, it is clear that more recent developments in ICT adoption in government, and more specifically in social services delivery processes (which are highly knowledge intensive and where ICTs can therefore play an important role) need to be considered. This is especially the case in what could be considered as a fifth wave, which would include the adoption of new technological architectures. These will enable the use of interception techniques, management and analysis of structured and non-structured data (Big Data Analytics), and the production and use of public data in a linked format (BOLD – Big, Open Linked data). The latter will intersect with single users / personalised approaches, exploiting multi-device and multi-channel logics (e.g. web, social, mobile). This will make it easier to use ICTs as the main means of developing different pathways for the management of social services. They will allow the application of an end-user centric approach, and the development of new services at the point of need. They will also leverage new horizontal forms of cooperation based on social innovation principles.

Therefore, in line with the overall literature review and recent trends not yet fully considered by most scholars in the field, the transformation of social service delivery can be enabled by ICTs along the following dimensions:

- **Degree of integration across multiple social services.** This is an important aspect of the contribution made by ICT-enabled social innovation initiatives to the modernisation of social protection systems in light of current trends. It represents the capability of social innovation initiatives to achieve the aim of social investment policies, namely delivering social services which increase institutional complementarities and ensure the integration of policy measures (EC, 2015).
- **Degree of stakeholder participation in the social service delivery model.** This is another important aspect of the impact of ICT-enabled social innovation. It represents the capability of initiatives to develop a collaborative service delivery model (across public, private and non-governmental operators). ICT-enabled social innovation initiatives are able to integrate multi-stakeholder perspectives in the co-design and co-creation of innovative solutions of social services delivery processes (Hubert, Carvalho & Goudin, 2014). ICTs can be the engine for new forms of horizontal – and to some extent, circular – subsidiarity and for entirely new and disruptive innovation in the social and human services sector. Thus they support the emergence of new public, private and mixed (hybrids) markets and new value propositions at the crossroads between market and social protection systems.

Key transformation dimensions enabled by different combinations of ICTs may include:

- **More accessible data.** Here ICTs could support:
 - the demand side, by allowing providers to extract detailed information on the needs profile of each user, via web and social semantic mechanisms. This would give them information on new service opportunities, assistance needs and other useful items of information in a near real time communication protocol.
 - the supply side, by providing through big data and visual analytics, detailed and valuable information on the current social service system capacity, obtaining data from Web, sectoral or relevant databases and other structured or unstructured data sources (Linked Open Data);
- **Better knowledge.** The cloud and distributed knowledge management platforms enable in-depth analysis of current markets. They aggregate data via a well-structured semantic interoperability approach, and big data and visual analytics technologies. They enable in-depth evaluations of future scenarios, thanks to data mining and agent-based approaches;

- **Better regulation.** Information deriving from all the actors involved in the process could enrich the knowledge management environment, thus enabling institutions to adopt measures to improve processes (Process Changes) from a regulatory and an operational point of view.

Sirovatka-Greve (2015) identified four streams in the discussion of social innovation in public services:

- The role of innovation in the knowledge economy (Room, 2005): this focuses on how innovation in technologies and in management can be applied to the provision of public services.
- Public sector innovation (Bloch, 2010): looking at how to support the private sector in its efforts to innovate.
- Governance models (for instance decentralisation, marketization or partnerships) as sources of innovation (Van Berkel et al., 2011).
- Grass-roots organisations and initiatives: how they can be empowered and supported to innovate (Klein and Harrison, 2007).

These four interrelated streams point to social innovation as a way of modernising public sector systems, adapting them to citizens' needs and expectations better, and more economically sustainable.

ICTs potential for enhancing innovation in social services could go beyond simply making new products available or improving efficiency in management practices. They can foster a key characteristic of social innovation, namely its capacity to bring together a broad range of stakeholders, facilitating their efforts to jointly build new and better answers to ever-changing societal needs in spite of shrinking public budgets. ICTs have enabled new organisational, business and value models. Technological skills are often instrumental to capacity building and to the empowerment of all operators engaged in the delivery of social services innovation. These skills may result in more sustainable individual and collective behaviour and in self-regulation processes.

3.3.2 ICTs enabling changes in social services delivery models

According to Van Berkel et al. (2011), reforms in service delivery systems have been traditionally related to three main movements: decentralisation (political or administrative), marketization (contracting-out or strengthening competition among providers) and new public management (performance indicators, incentives and control/monitoring mechanisms).

To better understand the contribution ICTs can make to the process of change in social service delivery models, it might be useful to consider another approach, i.e. one that looks at the link between the reform in service delivery systems and the social needs primarily addressed in specific fields of social services.

First of all, ICT-enabled social innovation initiatives can contribute to **better coordination among citizens and social services actors, or beneficiaries, and formal and informal caregivers**. The aim of these ICT-enabled social innovation initiatives is to increase coordination and collaboration amongst those, for example, who care for chronically-ill patients at home. Here, ICTs can act as an enabling factor that drives the organizational transformation of service delivery. A major advantage of ICTs is that they provide case management services customized to the changing needs of the patients and their relatives at the point of need. In addition, they can strengthen inter-governmental integration and inter-sectorial communication among care providers. ICT-enabled social innovation initiatives can increase the productivity of the workforce and the cost-effectiveness of the service delivery process. They can also ensure the overall sustainability of the service in the mid to long term.

Secondly, ICTs encourage **active inclusion and provide support to the care practices communities**. The aim of these types of ICT-enabled social innovation initiatives is to empower ageing people by increasing their capabilities to care for themselves and at the same time to support their inclusion in society. In this, ICTs are fundamental “game changers”, substantially transforming care services delivery. In line with the SIP objectives, they promote active inclusion and help to make significant savings in care services delivery (e.g. less unplanned hospitalizations for adverse events and increase of productivity of the care workforce).

Furthermore, the contribution of ICT-enabled social innovation initiatives may be seen when we look at **innovations for home care services delivery**. This type of ICT-enabled social innovation initiative is the most frequently implemented because it is recognised that home care for both patients with chronic diseases (e.g. COPD, CVD, HF, etc.) and ageing patients in general is much better than hospital care. In contrast to the previous cases, the ICT focus here is on monitoring technologies (mainly sensors and actuators) that can provide health professionals with data and information automatically about patients’ health status and allow a virtual nearly real-time interaction with them. These technologies can be “game-changers” in the modernisation of care services as they enable a disruptive transformation of the care processes for these patients.

ICT-enabled social innovation initiatives can also be game changers in integrating work and care. This type of initiative also fits in well with structural reforms that aim to allow individuals of working age to remain productive and employable for longer than before.

In addition, ICT-enabled social innovation can contribute to transforming service delivery models through **better integration between employment and life-long learning services** throughout individuals’ lives. They address the need to leverage the knowledge capital of individuals and maintain the employability of Europeans at a high level. In these cases, ICT-enabled social innovation can enable e-learning services and thus maintain individuals’ employability levels over time, and/or to better integrate the back offices of organizations which match job demand with job offer. In more advanced cases, ICT can also be “game changers” by proactively integrating life-long learning services with the automatic identification of skills gaps so that jobseekers meet job offer requirements. These initiatives increase individuals’ employability throughout their working lives

ICTs also contribute to change by **better integrating work, family and social inclusion**. These types of initiatives help individuals to cope with childcare, keeping them included in society and allowing them to participate in labour markets. ICT-enabled social innovation solutions facilitate the identification of the best service providers and the coordination of public and private offers of childcare services for families. They also enhance the integration of public and private actors in their efforts to cover the whole spectrum of childcare services. These initiatives have an impact on the modernisation of social services as they allow, for example, better synchronization of the public and private offer of childcare services which in turn increases their cost-effectiveness. They also minimize vacancies and/or overbooking of childcare services and reduce the negative externalities affecting parents, for instance reconciling family life, social inclusion and work.

ICT-enabled social innovation initiatives also **improve the delivery of social inclusion services for the homeless**. This type of services addresses the needs of homeless people living in urban centres. Homelessness is a complex problem which requires the provision of structural solutions and, at the same time, first-aid interventions which cut across several social inclusion domains (e.g. health, social assistance, daily subsistence, etc.).

ICT-enabled social innovation in this case can support both sides of homeless people's needs as it can provide a more cost effective means of collaboration and coordination between public and private actors involved in the delivery of a service. ICTs can in fact act as a “game-changer” by using information technology to help public and private

actors understand better the behaviour of homeless people and provide more effective services at the point of need. ICT-enabled social innovation initiatives can significantly improve the sustainability and cost-effectiveness of the social service delivery models.

Finally, ICT-enabled social innovation fosters the **development of one-stop-shops**. This is another type of social innovation initiative for the modernisation of social services delivery in which ICTs can play a relevant role as already discussed.

3.3.3 Enabling factors and barriers

Social innovation is a very high priority on the European political agenda (Haxeltine et al. 2013, BEPA, 2014) not only because it is seen as a new way to address social issues oversaw by both private and public sectors, but also because of the complex social, economic and environmental challenges which affect society.

Social protection systems in EU Member States are facing a double challenge. First, they must address contingency needs with reduced budgets as a consequence of the crisis. Second, they must respond to the needs emerging from structural changes including evolving social preferences and behaviours, demographic change, technological innovations, etc.

As already discussed, the public sector is having difficulties in addressing these challenges. Furthermore, social services have not up until now been profitable enough for the private sector. Civil society and citizens, however, are finding new ways of providing structural and sustainable answers to these challenges through social innovation.

In this context promoting social innovation within social policies entails:

- Adopting an investment approach which is coherent with the anticipated societal needs.
- Mobilising a wide range of actors other than the usual social sector actors.
- Combining skills/background/culture and business in ways which differ from traditional business solutions.

It also requires policy makers and the public sector in general to provide a suitable environment in which these efforts can flourish. They must also embed social innovation initiatives in the public sector transformation process. Policy initiatives should also provide incentives which would encourage private investors to become involved in social investment. They may then find new paradigms and business models which would give them a return on their investments and at the same time have a positive social impact (Bugg-Levine & Emerson, 2011; Epstein & Yuthas, 2014).

As recognized by Caulier-Grice et al. (2012), the distinguishing element of social innovation is that it can “meet societal needs” in more effective ways than other approaches, by “*enhancing society capacity to act and often entails changes in social and power relations*”. Social entrepreneurs and social enterprises play an important role because they can “create social values that is seen as the creation of benefits or reduction of costs for society – through efforts that address social need and problems – in ways that go beyond the private gains and general benefits of market activity” (Phills et al, 2008).

Both social investment perspectives and social innovation policies aim to address relevant societal needs and contribute to the sustainable development of society. Both put the individual at the centre of the decision process.

The complementarities between social investment perspectives and social policy innovation are presented in **Table 3** below.

Table 3: Complementarities between Social Investment and Social Policy Innovation

	Social investment policy	Social policy innovation
Basic value	Mitigation of inequalities across social groups through economic development and employment growth	Wellbeing and sustainable development
Type of policy	Supply-driven with focus on human capital development and efficient use throughout the life course of the individuals	Demand-driven with beneficiaries at the centre of the decision process
Level of implementation	National level	Regional-local level
Field of action	National	Global
Actors addressed	Mainly single institution (now). Inter-institutional complementarities (trend)	Multi-stakeholders
Implementation process	Direction and control from above (top-down)	Enabling spontaneous processes and experiments, and competitions (bottom-up)

Source: IESI internal elaboration inspired by Hautamaki (2010)

According to Hubert, Carvalho, & Goudin, (2014), the main message coming from social innovation initiatives is that “they are the opposite of quick-fix solutions; using their full potential requires nothing less than a combination of *‘the deep strategies of chess masters with the quick tactics of acrobats’*. The lifecycles of social innovations (processes of emergence, stabilisation and scaling up) are very conditional and are not available simply at the press of a button”.

Social innovation is the focus of a whole range of European Commission policy initiatives: the European platform against poverty and social exclusion, the Innovation Union, the Social Business Initiative, the Employment and Social Investment packages, the Digital Agenda, the new industrial policy, the Innovation Partnership for Active and Healthy Ageing, and Cohesion Policy. Furthermore, many social innovation projects have been funded by Structural Funds. Social innovation has been explicitly integrated into the Structural Funds Regulations for 2014-2020. This opens up possibilities for Member States and regions to invest in social innovation, both through the ERDF and the ESF.

A recent report provides information on policies adopted by the EU to support the introduction of social innovation in public service modernisation processes (Hubert, Carvalho, & Goudin, 2014). In particular, it recognizes that the public sector will achieve greater gains in quality, efficiency, fairness, transparency and accountability only by following social innovation principles like:

- Co-designing and co-creating innovative solutions (with other Member States, other parts of government, businesses, the third sector and citizens).
- Adopting new and collaborative service delivery models (across public, private and non-governmental actors, both within and across national borders).
- Embracing creative disruption from technology (the pervasive use of social media, mobility, big data, cloud computing packaged in new digital government offerings).
- Adopting an attitude of experimentation and entrepreneurship (government itself needs to become bolder and more entrepreneurial). “

To understand how social innovation can contribute in practice to social investments and to the modernisation of the social protection and social security systems in Europe, an in-depth analysis of case studies of emerging social innovation initiatives was carried out, as described in the next chapter.

4 Cases overview

4.1 Main characteristics

As described in Chapter 2, a two-step approach based on a multi-criteria analysis and the IESI conceptual framework was used to define a set of successful or promising cases for further study. A brief overview of the 14 selected cases is presented in **Table 4** below.

Table 4: Selected Case Studies

Initiative	Acronym	Country	Area of service	Welfare model
A Book for a Roof	A Book for a Roof	Croatia	Education and training - Social inclusion / participation - Civic engagement - Social assistance - Employment	Central Eastern Europe
Assisting Carers using Telematics Interventions to meet Older people's Needs	ACTION	Sweden	Social inclusion/participation - Independent living - Integrated health and social care - Social assistance - Education and training	Nordic
Badalona Assistance Services	BSA	Spain	Prevention, health promotion and rehabilitation - Integrated health and social care - Social assistance	Mediterranean
Crossroads Bank for Social Security	CBSS	Belgium	Social care - Social assistance - Employment - Civic engagement	Continental
Online Point of Single Contact	EESTI.EE	Estonia	Civic engagement - Social care - Social assistance - Childcare - Education and training - Social housing - Employment - Social inclusion / participation - Independent living	Central Eastern European
South Karelia District of Social and Health Services	EKSOTE	Finland	Integrated health and social care - Social care	Nordic
Digitalisation of social security services	INPS	Italy	Social assistance - Social care - Social inclusion / participation - Civic engagement	Mediterranean
Little bird	Little Bird	Germany	Childcare	Continental
Pathway Accommodation & Support System	PASS	Ireland	Social housing - Social assistance	Anglo-Saxon
Reform of employee insurance implementation institution	PES	Netherlands	Employment - Employability - Social assistance	Continental
Pôle Emploi – 100% Web	Pôle Emploi	France	Employment - Employability	Continental
Strategy for Digital Welfare	SDW	Denmark	Social assistance - Social care - Education and training - Integrated health and social care - Prevention, health promotion and rehabilitation	Nordic
National Telecare Development Programme	TDP	Scotland, UK	Independent living - Integrated health and social care - Social care	Anglo-Saxon
Express Train to Employment (Welfare to Work)	W2W	Poland	Employment - Employability	Central Eastern Europe

Source: IESI internal elaboration

Some of the above initiatives have had a significant impact on the modernisation of processes and procedures for the management and delivery of services at national level. These have a specific focus on the simplification of citizen access to social services and the sustainability of social protection services, for example: the digitalization of services (INPS) in Italy, Estonia's single point of contact (EESTI.EE), the employee insurance implementation institution (PES) in the Netherlands and the strategy for digital welfare (SDW) in Denmark.

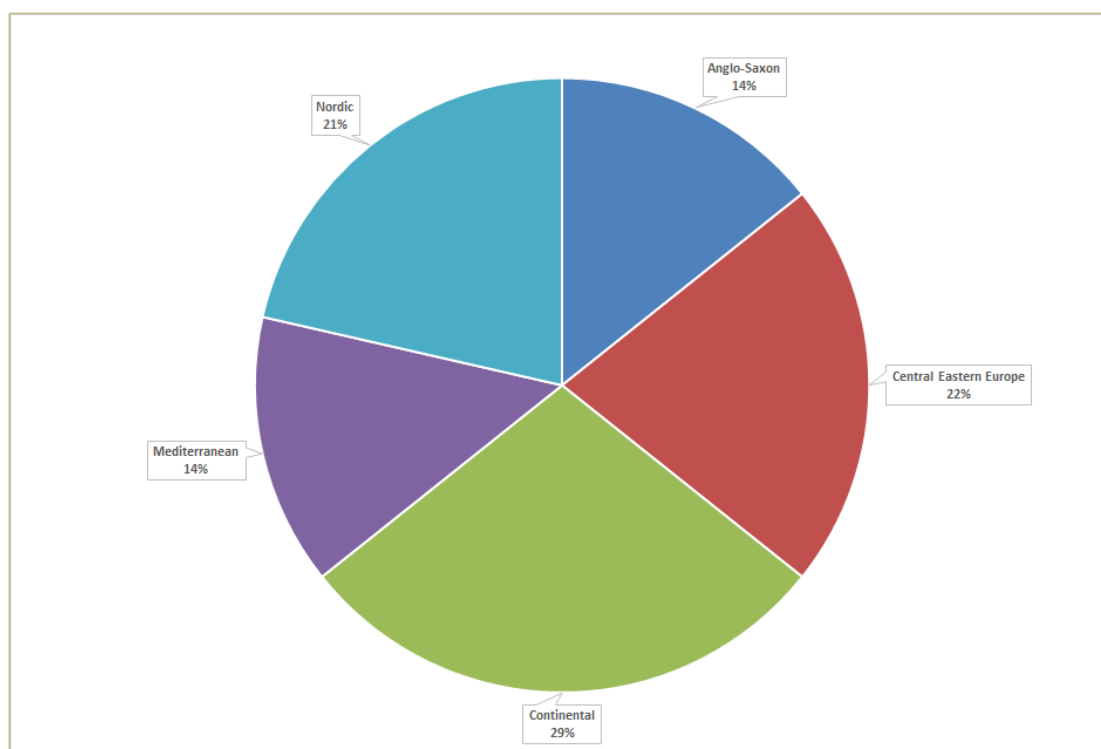
Some of the selected initiatives focus solely on employment and employability: PES, Pôle Emploi, and Express Train to Employment (W2W). These initiatives provide e-services for jobseekers and employers at national level. Other cases focus mainly on education and training, but also seek to improve social inclusion and the employability of beneficiaries (e.g. A book for a Roof).

All the selected initiatives present a high degree of transferability. In fact, the service models implemented in some of the initiatives have already been transferred to other policy areas and/or other geographical areas, or are based on experiences in other contexts, for example: Little Bird and W2W.

The selected cases provide good coverage of the different types of actors generally involved in ICT-enabled social innovation initiatives from the public, private and third sector. The latter especially play a prominent role in some of the selected cases, both as initiative promoters and as active partners, for example: Pathway Accommodation & Support System (PASS), and A Book for a Roof.

As shown in **Figure 8**, which illustrates the geographical distribution of the selected initiatives, the five welfare systems are covered fairly equally. In addition, as many different EU countries as possible are included. Each case represents a different country and 14 different countries have therefore been covered in our analysis.

Figure 8: Geographical distribution



Source: IESI internal elaboration

Moreover, the initiatives analysed represent all the PSSGI areas. As shown in **Table 5** below, most of the initiatives, because of the nature of the services offered and their level of integration, involve more than one type of social services.

This is in line with the objectives of the IESI research. It aims to explore initiatives which have potential systemic effects on social protection systems, and therefore considers the 'ICT-enabled social innovation ecosystem' (Misuraca et al, 2015) in which each initiative is embedded rather than individual practices focusing on a single area.

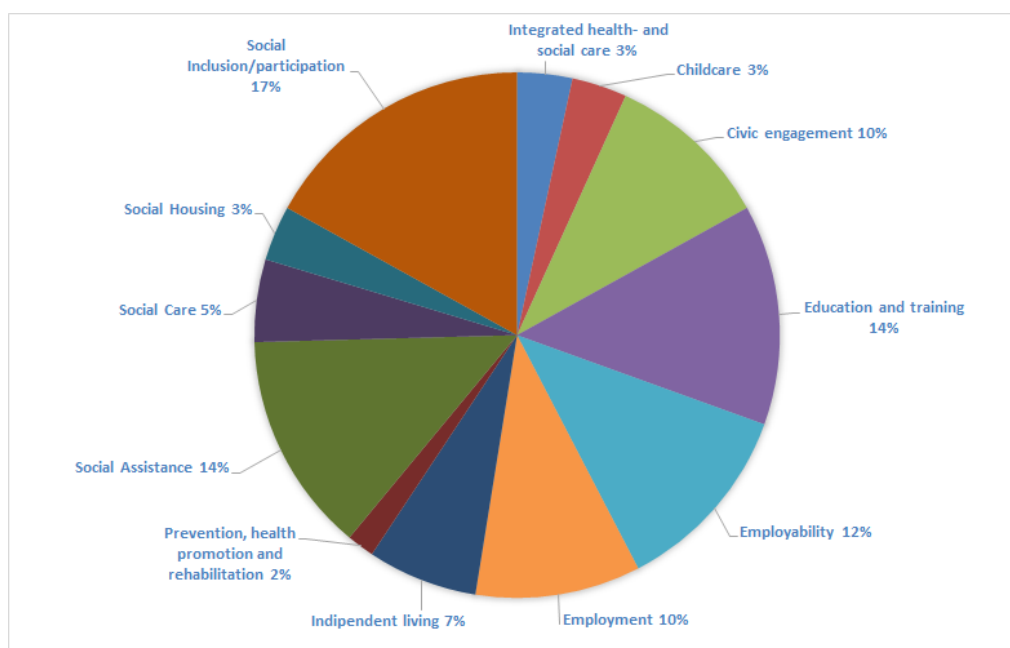
Table 5: Social services addressed

Initiative's acronym	Country	N. of PSSGI involved	Primary focus area	Additional focus areas
A Book for a Roof	Croatia	5	Education and training	Social Inclusion /participation Civic engagement Social Assistance Employment
ACTION	Sweden	5	Active Healthy Ageing	Independent living Integrated health- and social care Social Assistance Education and training
BSA	Spain	3	Prevention, health promotion and rehabilitation	Integrated health- and social care Social Care
CBSS	Belgium	4	Social Care	Social Assistance Employment Civic engagement
EESTI.ee	Estonia	9	Civic Engagement	Social Care; Social assistance Childcare Education and training; Social Housing Employment; Social inclusion/participation Independent living
EKSOTE	Finland	2	Integrated health- and social care	Social Care
INPS	Italy	4	Social Assistance	Social Care Social Inclusion/participation Civic engagement
Little Bird	Germany	1	Childcare	None
PASS	Ireland	2	Social Housing	Social Assistance
PES	Netherlands	3	Employment	Employability Social Assistance
Pôle Emploi	France	2	Employability	Employability Employment
SDW	Denmark	5	Social Assistance	Social Care Education and training Integrated health- and social care Prevention, health promotion and rehabilitation
TDP	United Kingdom	3	Independent living	Integrated health- and social care Social Care
W2W	Poland	2	Employability	Employment

Source: IESI internal elaboration

Figure 9 shows the distribution of the selected cases across all the PSSGI covered by the 14 selected cases. It shows that the initiatives deal mostly with the following social services areas: social inclusion/participation (17% of all initiatives), social assistance (14%) education and training (14%), employability (12%) and active and healthy ageing (with all sub-areas combined 10%).

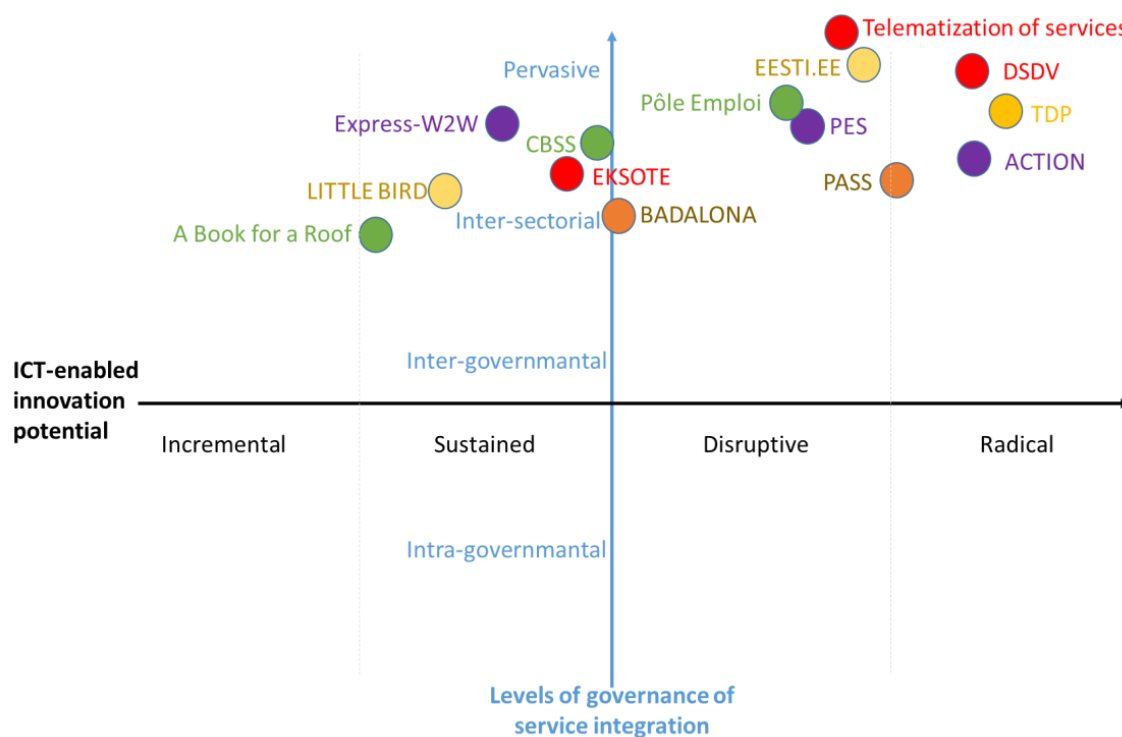
Figure 9: Distribution of cases across all Social Services



Source: IESI internal elaboration

As explained in Chapter 2, the initiatives were assessed and selected against two dimensions, namely the level of governance of service integration and the ICT-enabled innovation potential. **Figure 10** below illustrates the distribution of the selected initiatives in the IESI Knowledge Map, where they have been located according to their level of governance of service integration and the ICT-enabled innovation potential.

Figure 10: Distribution of the initiatives in the IESI Knowledge Map



Source: IESI internal elaboration

4.2 Areas of focus across the case studies

As already underlined in Section 2, the selected initiatives have high scores for at least one of the two following dimensions: ICT-enabled innovation potential and level of governance of service integration. The cross-case analysis therefore focuses on the other two dimensions discussed, namely the most significant social innovation elements which characterise the initiatives and the type of service integration achieved or targeted.

4.2.1 Social innovation focus

Our analysis shows that some initiatives, which were conceived in order to meet new emerging needs in the context of more complex societal challenges, are either rooted in, or give rise to, wider ranging structural changes at organizational and management level (including at governance level). This type of structural change allows the creation and allocation of **new public value** for citizens. These initiatives normally target a wide variety of beneficiaries and relevant needs: see **INPS**, **PASS**, **SDW**, **BSA** and **TDP**.

For example, the implementation of the **INPS** (IT) initiative well represents a process whose main initial objective was to move toward a need driven/outcome-oriented service production. This required a complete redesign of the entire service production process and the active contribution of all the stakeholders involved, such as other public administrations, private intermediaries (Unions, Tax Assistance Centres, Labour market consultants), and public and private job centres, which resulted in a fundamental change in the relationship between stakeholders. It also transformed completely the traditional way of managing, running and controlling social security services, using a new model based on a client pathway approach. This initiative is highly innovative, since it improves access to services in a one-stop shop approach, allows the traceability of accounts and enhances the accountability and transparency of the overall system.

PASS (IE) is another good example of structural change and complete innovation in the design of services for homeless people. The overall need was to ensure better coordination between the different institutions and private operators in the delivery of services to homeless people. The initiative has become a comprehensive client management system for homeless service users which also provides statistical information on homeless people's profiles and their use of the services. The initiative has become a powerful strategic instrument in the fight against homelessness. **PASS** allows us to identify emerging issues faced by the homeless, it facilitates cooperation among different agencies in order to provide a continuum of care and integrated assistance, and allows better planning of future services. In this case, the development of user pathways in and out of the homeless service system, which focus on individual needs rather than on a specific group, has also been central to the success of the initiative. The system produces statistical information on the homeless population, which is being used by public and private stakeholders to plan and manage programmes and strategies. The support provided to the homeless is therefore more effective and answers their needs better. This approach is more typical of the Anglo-Saxon welfare model, in which private sector actors are more involved in delivery systems.

SDW (DK) is a digital strategy which aims to foster more cohesive welfare through greater cooperation and knowledge sharing among administrations and stakeholders, by making use of ICTs. It also seeks to create better opportunities to improve citizens' everyday lives in many areas such as healthcare, social care, labour market and education through technologies. Furthermore the digital transformation of welfare services gives managers and employees in the public sector a more active role, for instance in motivating and assisting citizens to use technological solutions and get the most out of them. It makes the public sector more dynamic and innovative, and capable of delivering services of high quality. As in other Nordic welfare social protection systems, social innovation in **SDW** is more about complementing and improving existing public sector-led initiatives, where the public sector plays a pivotal role in their success, than creating new services.

Finally, **TDP** (Scotland) and **BSA** (ES) allocate public value to citizens by integrating the health and the social care sectors. This facilitates the alignment of service funding and incentives, the promotion of inter-professional teams across the continuum of care, as and strong, focused and diverse governance representing all stakeholders. These initiatives also foster a culture of cohesion, which, while familiar in the Anglo- Saxon welfare model, is more unusual and innovative in the Mediterranean welfare model. Nevertheless, all the cases analysed in this section (**INPS, PASS, SDW, BSA** and **TDP**) are the result of the general public spending review process in place at a national level which encourages an overall rethinking of the “approach to client” in order to remain sustainable over time.

4.2.2 Social Service focus

Other initiatives focus on the social service itself. Here, the aim is to improve the match between demand and supply with regard to a specific need. These initiatives are therefore mostly **needs-driven and devoted to enhancing the outcomes** of the social protection system. They consist of adapting the service supply and its delivery to evolving needs. It is quite a common priority of social protection systems in the Nordic and Continental European welfare models and it appears in initiatives with a clearly defined target service and a specific class of beneficiaries.

PES (NL) focuses on building an accessible virtual market place in order to bridge the gap between job seekers with difficulties to enter the labour market (mainly people with disabilities) and employers who are willing to hire people from this group. More precisely, this virtual market place makes more information available in order to allow profiling of capabilities and competences, and also supplies information on possible vacancies. In addition, it provides accompanying services, such as legal support, profiling support, etc. All this enhances the transparency of the labour market. It allows the disabled to participate in the workforce, and the vacancies available for disabled employees to be filled. It also makes the communication with disabled applicants more timely and efficient.

EKSOTE (FI) and **ACTION** (SE) target senior citizens and their relatives in the area of active and healthy ageing and long-term care. They seek to reduce the incidence of a typical condition and encourage people to care for themselves and live independently at home. They also support formal and informal carers. The focus is on improving the quality of care services, through a more integrated and coordinated provision of social services, a simplification of the administration, better targeting of benefits and it also directs considerable educational efforts to beneficiaries and caregivers who use the new services. These initiatives enhance the cost-effectiveness of social services and allow the provision of services which better meet the needs of senior citizens and their relatives.

Another interesting case is **A Book for a Roof**, which also targets a clearly defined type of beneficiary, namely homeless people. It provides a well-defined social service offer - i.e. ICT-training that improves homeless peoples’ chances of finding a job. It fosters social inclusion, and promotes the use of internet as an inclusion tool, two innovative components for homelessness services. The initiative focuses on homeless peoples’ chances of re-engaging with the job market. It helps them build a positive self-image, a challenge for one of the most complex socially-excluded population groups. This initiative seems to have an impact- albeit on a small-scale – on the complexity of needs that causes homelessness with a simple but effective “recipe”. It invests in soft skills and human relationships, instead of giving financial or material support. The philosophy behind the initiative is that motivation and partnership can overcome the malfunctioning or inadequacy of traditional systems. This problem is particularly widespread in the Central-Eastern European welfare states, where social care and support are mainly based on passive allocation of benefits. This approach sometimes prevents vulnerable people from reacting adequately in order to be socially included again.

4.2.3 Open processes of co-creation and collaborative networks

Another group of initiatives focuses on **open processes of co-creation and collaborative innovation networks**. Their aim is to contribute to establishing new types of relationships between community and institutions and to capitalize on partnerships between the public and private sectors. The use of information from different sources for planning purposes is a common aspect of the initiatives belonging to this group.

EESTI.EE (EE), for example, offers a portal which provides services from various public institutions through one single entry-point, simplifying the administrative burden and connecting entrepreneurs and citizens with institutions and private-sector entities, such as banks, telecom providers, and energy companies. In this case, the availability of information is crucial for the provision of online procedures that enhance access to services and participation in service delivery models.

Like other initiatives in the Continental welfare model, **Little Bird** (DE) and **Pôle Emploi** (FR) illustrate an extensive statutory social security system based on solidarity. **Little Bird** contributes to the goals of family-friendly policies that increase maternity and paternity rights, and offer a better work-life balance and easier access to childcare. The approach helps to match the childcare offer and demand by offering information and an online search tool for parents looking for childcare and facilitating the administration of childcare facilities for providers. The creation of a simple online platform greatly promoted engagement in civil society: parents and providers, and other relevant operators, are involved in a collaborative innovation network, where they all proactively develop, implement and adopt this innovation by contributing their respective knowledge. Indeed, in this open process of co-creation, all stakeholders bring their knowledge, information, experience and resources, especially those that are relevant to them, since they are all direct beneficiaries.

In **Pôle Emploi** the transformative use of ICTs is apparent in the interactions between jobseekers and counsellors. ICTs are used to improve beneficiaries' digital skills. This increases their employment opportunities, and helps fight digital exclusion and social isolation. The **Pôle Emploi** '100% Web' initiative contributes to addressing policy goals related to active inclusion strategies by promoting greater engagement of employers and job seekers, improving the quality of services provided, and enhancing transparency in processes and digital access to services.

CBSS (BE) sought to address the problems arising from the lack of coordination and integration of the information flows across different social security actors. For example, an information burden is imposed on citizens and companies if they are required to provide the same information several times. It started as a coordinated information management programme and led to the creation of a permanent and interoperable social security network, which includes all social security institutions operating in Belgium. It therefore acts as a public services integrator in the social security sector. This has allowed the reengineering and full automation of the social security organizational processes for the benefit of the concerned institutions, citizens and companies.

W2W is another example of disruptive innovation which relies on the cooperation among public institutions and private employment agencies. The initiative profiles job demand and supply better and thus creates opportunities which were not available before. It has enabled the co-design of a new set of employment services, with shared funding and shared governance. The involvement of private operators in the delivery process is a rather innovative approach for the Central-Eastern European welfare model, where the private sector has not traditionally played a pivotal role.

5 Results from cross-case analysis

5.1 ICTs potential for modernising social protection systems

The cross-case analysis has allowed us to gather insights into the contribution ICTs make to the implementation of innovation in the social sector, and to establish more sustainable, effective and accessible services. The results achieved by these contributions in turn affect the overall contribution ICTs could make to the implementation of the Social Investment Package and the achievement of its policy goals and objectives.

5.1.1 ICTs contribute to tackle emerging societal challenges

This section focuses on the enabling role of ICTs in achieving the necessary integration, at different levels. This allows the redesign of services; a new balance in the relationships between private and public sector involved in the service delivery process; an increase in the transparency of processes and procedures that consume resources allocated to social services; better identification of individuals' needs and better allocation of budgets.

From the cross-case analysis, we can see that ICTs play a crucial role in promoting social innovation and social investment. They enhance possible solutions to cope with global trends which increase the complexity in the delivery of social services. These trends are summarised as follows.

a) Supply and demand paradox

The crisis has left a lot of people in economic distress, and, at the same time, public budgets have been eroded. Public administrations must reinvent their role within the community as follows:

- Internally: leveraging on the possibilities of achieving operational efficiency (reengineering of production processes, shifting resources from back office to front office, leveraging existing assets, redefining services portfolios following activity-based management principles, etc.).
- Externally: identifying synergies at inter-institutional level (with other public agencies at local, national, and European level), investing in new cooperation with other private providers at inter-sectoral level (e.g. intermediaries, third sector organizations, academic researchers, etc.), designing public interventions in a client-centred way ("client pathway"), independently of where the administrative responsibility for the service lies.

With regard to both trends, ICTs help to free up resources which can then be reallocated to processes and activities that create added-value. They also play an enabling role in establishing information exchange which fosters cooperation among different agencies. Rethinking service management and service delivery models to harness new technologies and approaches, and integrating service providers to gain efficiency, help to close the gap between supply and demand, and between skills/capabilities and the broadening range of demands.

b) Empowerment of the individual

Global education and increasing awareness of civil rights and consequent responsibility within communities empower citizens. ICTs are helping to give individuals a more central role in the decision making process. They allow individuals to actively participate, through mechanisms such as co-design and co-development, in the design and development of social service models. In this respect, individuals are increasingly knowledgeable about their needs and the contribution they can make as service recipients to aligning social services with demand.

Individuals play a crucial role in social innovation in both the planning and the delivery phase. They can co-develop service delivery models, and assess the quality and outcomes of the social services.

ICTs can contribute to reshaping the “provider-recipients” paradigm in the social services management and delivery model, creating new social and economic values that can counterbalance the decrease in resources. The availability of clear, trackable and controlled information empowers individuals, increases their awareness and their ability to participate in the decision-making process. Beneficiaries are better able to manage their own care, through the use of innovative platforms and web and mobile devices, and they are, in fact, becoming increasingly accustomed to these technologies.

c) Economic inter-connectedness

International trade and capital flows call for a new way to identify and measure “value”. In particular, social benefits delivery across different Countries or regional systems, can produce overlaps and hamper efficiency and effectiveness when not managed comprehensively. The approach taken must consider all levels of delivery (local, national, European) and needs to conceptualize the ‘user’ in a global and inter-connected socio-economic system.

ICTs make it possible to take a ‘client pathway’ approach, which puts the beneficiary’s needs at the centre. They improve strategic planning and systems integrity by sharing information between different agencies. Data analytics enable a better understanding of service usage patterns, system outcomes, and resources available, so they can be targeted more efficiently and fraud or errors can be detected and countered.

The new social value created must be analysed and understood through a common approach so that it can be distributed fairly among the stakeholders involved.

d) Demographic and urbanisation trends

The ageing population in Europe poses new challenges for healthcare, welfare and pension systems. At the same time, young people will have to be integrated into the labour market and socially included. Migration flows add to the challenge to promote an inclusive society. Moreover, it is expected that, by 2030, two thirds of the world’s population will live in cities, creating more opportunities for social and economic development for sustainable living, but also increasing pressure on infrastructures and social resources.

Structural interventions are the main instruments to address these socio-demographic megatrends. Current social service systems can only expand to cope with the increasing demand through a greater use of technologies. These allow personalized support, enable independent living at home or in care facilities, and help meet savings targets. The widespread use of the internet and of mobile computing devices, for example, allows people to help themselves and also fulfils peoples’ expectations in an always-on world. New technologies foster flexibility, offer new collaborative working opportunities in service delivery, allow beneficiaries to play a more active role in the design and delivery of services, and make social services more affordable.

The cases analysed show that ICTs have helped promote social innovation and social investment. They have also enabled the implementation of new approaches to service management and delivery. In particular, ICT tools have been key success factors for:

- ***Integrating services.*** We can conclude from our analysis that there is increasing awareness of the need to integrate human resources and social services in order to produce more effective solutions to many of the societal challenges. For example, the **INPS** initiative integrated various systems and service models to provide a single point of customer service, through the implementation of a multi-

channel approach, managed exclusively digitally. This innovation in the service delivery model reduces administrative costs and increases efficiency, by eliminating duplication in processes such as client authentication and verification, which is supported by the automation of these processes. **INPS** also highlights the need to further improve technological tools in order to expand the portfolio of services e.g. by integrating mobile devices into the service model, in order to reach the overall target population. **PES** is another good example of how an administration (Dutch) can provide users with more effective services by eliminating barriers to access and offering a more holistic and client-centric approach. This brings together different services to address critical employment-related needs, and builds a real-time labour market place, enhancing the match between labour demand and offer. **EKSOTE** focuses on a new integrated approach, the aim of which is to centralise the allocation of resources on the basis of the population's needs and to facilitate the access to services and the transparency of the information management system, particularly for older people and long-term care patients. Its holistic approach helped in the coordination of welfare and social service public providers. Finally, **TDP** strengthens preventive care beyond traditional hospital-based treatments and promotes full integration of healthcare services, rather than stand-alone or vertical services. This approach has resulted in significant improvements to the quality and efficiency of services.

- **Public Private Partnership Models.** Our analysis shows that PPPs can lead to cost efficiencies and help to cope with the need to reduce intervention by the public sector. The result is a better focus on core service components, and greater flexibility and agility within the service environment. In the **PASS** experience, a needs-driven approach was implemented; this approach provided new public value re-allocation, giving systematic information to agencies and operators working with the homeless. It led to greater efficiency while maintaining high quality service delivery. The **ACTION** initiative shows how a technology-based home care service, developed by a public-private partnership, can leverage on the use of ICTs and help older people live independently by empowering them (through training and expert support) and their family carers. It has been successful in getting older people and their family carers to actively participate in the initiative. **Little Bird** is another example of a public/private partnership, which has reallocated the place of care to the family environment. It has generated benefits for both children and parents by establishing an interactive process which maps the entire range of administrative functions involved in the allocation of childcare services. In addition, the government and the private entities involved have obtained significant cost savings on service provision.
- **Enhancing accountability:** the effectiveness of protection system services can be enhanced by strengthening financial and accounting systems in order to better detect fraud and address inefficiencies. **CBSS** has fully integrated the workflows of around 3,000 social security national institutions, making the whole process available online. This provided single and fast access to all social services and benefits for customers as well as infrastructure and systems to the involved organisations, which increased agility and data transparency. One of the main lessons learned in **SDW** relates to accountability; it developed an integrated electronic work flow between companies and actors in the social sector, which allowed social security offices access to all the information needed to calculate all social security contributions. This is used for tracking procedures and to avoid irregularities.

e) Case management

We found that services tailored to and assessed against the changing needs of clients and care givers increases the cost-effectiveness of service management and delivery process. This approach safeguards the overall sustainability of the service in the mid to

long-term. **W2W** and **Pôle Emploi** focus on profiling capabilities and the expectations of the unemployed. They customize their support services to match job demands and supply, with surprising results in terms of labour inclusion and reduction in the unemployment rate. **A Book for a Roof** shows that the individualised management of care initiatives has found new ways of dealing with homelessness. It uses cultural interventions and focuses on enhancing people's skills and the use of the internet as an inclusive environment. This approach has increased the motivation of homeless people to be included in society.

5.1.2 ICTs contribute establishing more effective and accessible services

This section focuses on the capacity of ICTs to enhance productivity in the care sector, achieve cost savings, increase the overall quality of the services from the point of view of the recipients, and build a single-point of access to multiple services.

ICTs can improve social service management and delivery models, provide new or better answers to social protection system challenges and needs of individuals, establish new relationships and strengthen collaboration among stakeholders. Thus, they can contribute significantly to delivering the reforms needed for the modernisation of social protection systems.

ICTs have been used as enablers of new public management approaches. They can promote pluralistic models of public service provision delivered by business, the non-profit sector and government actors working together, increasing the proximity of services providers to citizens. In this respect, the cases analysed have revealed a growing emphasis on the importance of cost, freedom of choice and quality of service provision. Government is no longer considered to be the only provider, but is instead engaged in controlling and financing services through the separation of the political decision-making processes from the management side. This new perception of the role of the public sector role allows services to be delivered by partnerships made up of a range of public and private actors. As a result, there is a need for more articulated forms of cooperation and coordination than inter-agency systems.

From the cross-case analysis, we can deduce that ICTs contribute to the modernisation of the social protection system, because they allow:

- **More productive care services and cost saving.** The cases analysed provide evidence that ICT-enabled social innovation takes the traditional concept of innovation – i.e. innovation improves productivity and in turn leads to economic growth (in terms of GDP) – one step further. They expand this paradigm to a more complex development model, which becomes crucial especially when considering all the negative externalities (e.g. unemployment, environmental risks, social exclusion, etc.) that characterise the current development models. The analysed development model can be seen as a form of economic and social development which implies the sustainable use of all resources. Sustainability seems to be achieved by applying business principles to develop solutions to social problems and social demands. In this framework, ICTs have led to the creation of new jobs and improved the inclusion of marginalized categories of the population in a virtuous and sustainable socio-economic circle. They have enabled social investments and social innovation to realise their full potential, producing a considerable mid- to long-term impact on society as a whole. The cost savings made in service provision is also crucial if we measure the contribution of social and health care services to wellbeing. These cost savings contribute to increasing the portfolio of services or improving quality of services, which as a result answer people's needs better, and decrease the burden of social services on tax payers. **W2W**, part of the UK Welfare-to-Work programme, was implemented by the Polish public sector (Polish Government of Malopolska Region) as part of their employment services. It provides good evidence of the potential of ICT to enable

the development of a new cooperation model between public labour services, social support institutions, non-governmental organizations and non-public operators. The programme aims to design and test outsourcing employment (back-to-work) services with an individualized, and thus more effective, approach to engaging the unemployed. This profiling approach has increased the efficiency of public spending, as payments are only made when specific outcomes are achieved (payment by results). The platform, tested by the regional government of the Malopolska (Cracow) Region, serves as a new model for engaging the long-term unemployed; it includes all the information needed to better profile the unemployed and fill the gap between job demand and workforce. Specific attention is paid to the long-term unemployed, for whom the mechanism allocates more resources in recognition of the greater difficulties faced when trying to re-enter the job market. Different activities are carried out to upgrade the candidates' profiles in order to make them more "attractive" for employers. The mechanisms used to monitor and control the success of the activities, upon which payments to actors are based, is enabled by ICT tools. **SDW** has also developed an integrated electronic work flow between companies and actors in the social sector. It aims to make available all the information needed by the social security offices to calculate all social security contributions. This significant ICT-driven change resulted in a radical transformation: paper data exchange was eliminated and replaced by direct electronic data flows. The burden on the administration was reduced and so was the opportunity for fraud. Coordination between services increased, benefiting both citizens and the public/private institutions. The strategy focused on digital solutions as a means of increasing service capacity and value for money through greater efficiency, cooperation, and knowledge sharing. It enabled communities, families and individuals to contribute to the generation of societal wellbeing. Another example is provided by the **TDP** experience, which showed the large potential benefits related to the cost effectiveness of the care service delivery process. However, due to actual reductions in the number of beds in care homes, closure of hospital wards, and other not always implemented service adjustments, these efficiency gains did not result in cash savings. Nevertheless, based on the lessons learned through the TDP experience, a new 3 year Technology-Enabled Care Programme costing £30m was launched across Scotland in 2014. This programme aimed to broaden outcomes for individuals in homes or community settings through the application of technology as an integral part of quality cost-effective care and support.

- **Enhancing the quality of care.** The cases analysed showed how ICTs can contribute to higher quality of service provision. They enhance the quality of life of care recipients, improving their health-related quality of life and their social participation, their self-esteem and empower them with better access to services and multi-channelling approaches. They also enhance the quality of life of relatives and care givers, enabling them to reduce the burden of care, and allowing them to reconcile care and work. Thus, they make social care closer to the individual's life conditions. Finally, they also have a positive impact on the quality of services, by facilitating information sharing, allowing the use of data analytics to customise the service delivered, and to enhance knowledge, skills and competences. In **EKSOTE**, ICTs made an important contribution to the process of integration of the public and private organizations involved in social care services for the older population, in a functional, cost effective and user-oriented approach. The initiative took a multi-disciplinary, rehabilitation and prevention approach to the care of older people at home, giving them physical, psychological and sociocultural assistance. The approach ensures that citizens have equal access to social and health care services, across the boundaries of municipalities. ICT made this initiative possible by integrating information across private and public organizations, along with the care service delivery process. As a result, the criteria used to measure and assess needs has been standardised so that all customers are treated equally in the assessment process. This has allowed the

centralization of service needs assessment for the whole area by means of an agile business process development approach. This more efficient and standardized process has given clients in the whole area better services and fairer access to them. Another good example of enhanced quality of care is **ACTION**. This initiative included remote provision of dedicated information and education programmes which strengthen ability of older people and their relatives to care for themselves and cope with the issues that typically arise for frail, elderly people. Family carers received on-demand support through ICTs from local service centres staffed with qualified professionals. ICTs also supported networking and mutual exchange between service users and facilitated the sharing of information, education and support to older people and their family carers. As a direct result, the family carers felt more competent and secure in their caring role and older people gained access to some of the opportunities offered by today's information society. In addition, the service enhanced the social inclusion of frail older people and their carers, traditionally excluded from the benefits of ICT, and helped them gain more overall control over their own lives, enriching the caring relationship. Finally, professional carers experienced improved job satisfaction and municipalities benefited from a more effective use of available resources. This was due to the multi-channel approach used to deliver services, which increased quality and led to a more efficient use of staff's time. In the **BSA** initiative, the integration between health and social care departments was facilitated by the use of ICT, through new approaches to service delivery (such as telemonitoring and teleassistance). This shift from hospital-based or residential assistance to forms of support at home resulted in considerable cost reductions. It increased the quality of life, of both recipients and care givers, and gave rise to a more cost-effective model. The change in citizens' perceptions of how public and private organizations should operate and contribute to wellbeing had a great cultural impact, which contributed to wellbeing, promoting commitment and reducing the digital divide in the district. Another initiative, **Little Bird**, addressed families' needs to find a childcare service by optimising the search facility on an ICT platform and providing organizational support to childcare facilities. By seeking to optimize the use of resources for both the demand and supply side, this ICT-based interactive process succeeded in mapping the entire range of administrative functions used for the allocation of childcare services. This unique package of solutions offers advantages for parents, who can check online and in real-time all childcare services and availabilities. From the providers' point of view, the system allows them to predict the demand for their services. Finally, public administrations also benefit from having an overview of spare capacity or surplus demand in the childcare sector, allowing them to better tailor future policies. The initiative offers a technical solution that allows more integrated and cost-effective management of childcare services, both public and private. This has contributed greatly to reducing externalities such as the child care burden for families. It has allowed them to increase their productivity and achieve a better balance between family life, work life and child care. **A book for a roof**, finally, shows how ICT can play a significant role in setting up a radically new match between cultural investment and social need. The use of ICT for personal file management and profiling of competences and the use of internet as an inclusive environment to involve homeless people, enhancing their motivation and increasing their chances of getting a job, radically changed the existing approach to homelessness problems. It has therefore led to a paradigm shift in the provision of social assistance services to the homeless.

- **The set-up of one-stop-shop models.** Many of the cases analysed introduce organizational models in which service users are provided with a single entry point into social protection systems. This simplifies organisation, enhances service delivery and boosts the uptake of services. In many cases, new models of service provision have been developed, which provide more accessible and user-friendly information. They improve the coordination among different levels of government

and reduce greatly the administrative burden on customers and providers. We identified several models: from fully integrated and physically co-located services to virtual information portals or frontlines of complex single agencies to umbrella structures covering several agencies. In some cases, a single agency was created to implement a “one-stop shop” offering a wide portfolio of services to its customers, for example **INPS**. This organisation aims to optimise resources for the entire portfolio of services (including social benefits and pensions) through digital channels (amongst others, the “contact centre”). It developed a completely new service delivery model, which allowed “one shop stop” access to services and the continuous tracking and monitoring of ongoing service requests. The initiative produced positive outcomes for the Italian population as whole, thanks to a reduction in the payment of undue benefits and the increased transparency and accountability of the overall system, which allows requests and services to be tracked. With respect to public administration effectiveness, the digitalisation of services through INPS allowed the integration of initiatives with other public operators in the welfare sector, and with private intermediaries which avoided overlaps and helped to optimize the use of public resources, for the benefit of the citizens. **INPS** decreased the workload and made savings of around 1,000 FTEs, thereby reducing the public administration’s spending. In other cases, more complex structures have been introduced, for instance when the one-stop-shop operates on top of partner organizations. Here the aim is to maximize the convenience also for clients of all other partners by integrating services, e.g. through intra-governmental partnerships. This is the case of **EESTI.EE** and **CBSS**. In **EESTI.EE**, ICTs have been used to build Estonia’s information gateway. This complex one-stop-shop mechanism for the provision of online procedures and information has also fostered technical collaboration between different authorities. ICTs played a key role in the promotion of an extensive digitalisation of public procedures and had a profound impact on Estonia’s operational and administrative model. It also changed the way business was promoted and supported. As a result, users gained greater access and the system achieved greater efficiency. Transaction costs and duplication were reduced for citizens, providers and government alike. ICTs changed the relationships between government and citizens and other relevant stakeholders, and led to the digital transformation of public services. They also transformed the way services were delivered. The **CBSS** case helps us understand how the introduction of a one-stop shop to implement electronic service delivery can lead to a structural reform process. In this particular case, ICTs transformed the delivery of social security services, by initiating a business reengineering process within and across all the 3,000 organizations involved in the Belgian social security system. At the same time, back-office functions were automatized significantly and this reduced the duplication of information which was significant because of the sheer number of social security actors. The new ICT-based system significantly increased the re-use of information and made it possible to send responses to beneficiaries and civil servants automatically. This led to a considerable simplification of procedures and introduced a new, more integrated and personalised way of communicating with citizens and companies, which is better aligned with the needs of the final users.

In a more specific field – that of unemployment – two other one-stop-shop approaches provide good evidence on how ICTs can contribute to the modernisation of social protection systems: **Pôle Emploi** and **PES**.

Pôle Emploi shows that by placing innovation at the centre of the reform of social services, structural improvements and sustainable outcomes can be achieved. This initiative fully digitalised the support services offered to jobseekers in order to bring them closer to the labour market. **Pôle Emploi** improved its web-platform and developed free online services for the matching of CVs and job offers, e-counselling, e-training, etc.,

that can be accessed by any jobseeker or enterprise. The impact achieved in terms of facilitating access and take-up of employment services, and meeting job-seekers' expectations and needs has been remarkable. ICTs played a crucial role in this initiative. It developed a platform capable of providing a centralised and secure database of unemployment information and it became an aggregator of labour market policies and initiatives. The **Pôle Emploi** website is now the leading job site in France in terms of number of users. Its success is the reason for the subsequent launch of an ambitious policy around big data for policy support.

In the **PES** case, ICTs have also played a vital role, especially in targeting and identifying final beneficiaries more effectively. They have increased the value of employment-related interventions and trust in government. ICTs have led to more inclusive labour markets and fostered self-employment, especially via job market intermediaries. They support social inclusion, employment and more general civil engagement activities which target disadvantaged groups: e.g. the disabled, young people, and people at risk of poverty and social exclusion. The one-stop shop developed in **PES** takes a revolutionary approach. It encourages more individuals to actively participate in the labour market and interact with the government online by giving them the opportunity to use multiple delivery channels and at times more convenient for them. In this case, ICTs have brought key benefits to all stakeholders involved in public employment services and social services provision, by introducing a new optimised online system. 90% of the services are delivered via digital means and through digital interaction. In this Dutch initiative digital platforms have transformed many of the traditional interactions, addressing the needs of job seekers, the young, the disabled unemployed and employers' requirements, and especially setting up partnerships with municipalities and empowering other social services.

5.2 Social innovation elements which determined case success

Our cross-case analysis identified many innovation elements as key factors which could in principle determine the achievement of relevant results and therefore the overall success of an initiative. These are briefly explained in this section.

5.2.1 Active involvement of beneficiaries improves services delivery

Active involvement of beneficiaries and end users is crucial not only during the design and implementation phases of the initiative but also in the continuous improvement of the services delivered. Mechanisms have been implemented for discussing and monitoring results and for capturing information on customer/user satisfaction, which allow service providers to better address the needs of users. In order to ensure easy accessibility and usability of services, complementary services and training programmes have been provided. These ensure that less technologically advanced users can reap the benefits from the new service provision. A good example is **EESTI.EE** which built an open process of co-creation and a collaborative innovation network between public agencies and beneficiaries in an extensive reshaping of the relationships between community and institutions. **TDP** committed its national health system stakeholders to rigorous collaboration which caused a fundamental change in their relationships. **CBSS** is another example of the involvement of beneficiaries, which allowed both cross-sectoral integration between public and private institutions and actors, and vertical integration among national, regional, and local administrations. In terms of civil society engagement, **Little Bird** involved parents, families and providers in the co-design, development and fine tuning of the solution it offered. **W2W** used ICTs to redesign employment policies and services provision with the cooperation of operators, the information they provided and their interaction with job seekers. A similar approach was followed by **Pôle Emploi** which centralised unemployment information with secure access, aggregating and matching labour market supply and demand, while supporting beneficiaries with guided tutoring activity.

5.2.2 Partnership and commitment at different levels are key

Another element of success across the initiatives analysed has been the involvement of stakeholders representing different social needs and roles. Their contribution of knowledge, information, experience and resources of different kinds and from different sources has allowed the definition of innovative solutions. The engagement of stakeholders at different levels was achieved not only because they were committed to the implementation of the activities but also because it was in some cases the basis for joint financing of the initiative itself. The type of stakeholders identified in the cases studied included beneficiaries (e.g. employed and unemployed people, older people, the disabled, the homeless, etc.), carers and families; private and public service providers (e.g. public authorities, labour agencies, libraries, labour market consultants, etc.); innovators and researchers (e.g. universities, entrepreneurs and other private service developers); health and social care professionals, trainers and teachers; non-profit organisations (e.g. carer and patient organisations, volunteer organisations, trade associations, unions, etc.) and volunteers. A very good example of commitment between stakeholders at different levels is the **INPS** initiative which built a new model of service delivery based on the synergies of different operators. This led to a disruptive change in service delivery through a multi-channel approach, where all kinds of stakeholders played a role, including beneficiaries, intermediaries, and public institutions. **ACTION** benefitted from the close cooperation between service recipients, developers and the municipality, which was of crucial importance for the initial implementation of the service as well as for the later expansion of the ICT-based intervention which targeted clients and their families at home. **PES** created a real time labour market, which benefitted from the partnership between job seekers, private providers and labour agencies at different levels, contributing to a fundamental change to the traditional services delivery. **EKSOTE** used the organizational integration of the providers to build a common access point for users. Finally, **BSA** was made possible by cross-sectoral cooperation, between social and health care sectors providers, and between providers, recipients and caregivers.

5.2.3 Developing a policy framework to support sustainability is needed

Political commitment and/or a policy and regulatory context conducive to the development and use of ICTs in social services are important enabling factors; they facilitate the success of the initiative and increase its chances of becoming sustainable. In most of the cases analysed, policy programmes provided medium- to long-term funding for the implementation of the initiatives. This encouraged the creation of lasting partnerships, accelerated the decision-making process and facilitated the scaling up of the outcomes achieved. **TDP**, for example, was able to provide evidence about the significant potential benefits of a more cost-effective care service delivery process, thanks to the Scottish Government's commitment and financing, in conjunction with the National Health care system in Scotland. In addition, the adoption of a 3 year £30m Scotland-wide programme to support a new Technology-Enabled Care Programme supported further development based on the lessons learned in the TDP experience. **W2W** is another example of how political commitment coupled with a European policy which provides funding opportunities, allowed the launch of a pilot and helped to mainstream the service tested. Thanks to the commitment of the Central Government which is considering the potential inclusion of W2W as a model in the forthcoming Labour Act, the service may be transferred to national level. In **SDW**, the Danish Government, the local government and the Danish regions accelerated the digital transformation of some core services in the healthcare sector and identified a number of projects and initiatives for wider implementation. This was facilitated by the national policy framework in place. Finally, **A book for a roof** was supported politically and financially by the EIFL Public Library Innovation Programme (EIFL-PLIP) and subsequent contributions from various public institutions like the Zagreb City Libraries (ZCL) and the Zagreb City Council.

5.2.4 Simplification and automation facilitate access to services

Generally, the adoption of new technologies has simplified access to services and the automation of processes, which were traditionally based on a direct relationship between providers and users. The cases analysed contribute to the evidence base which shows that the digital transformation of services has led to a reduction of the administrative burden, by offering more channels to deliver services, increasing the transparency of management flows, and identifying needs and rights more clearly. This transformation also offers users greater autonomy in their use of the services. It also reduces the time and resources they need to engage with services and generally improves their perceptions of service quality. In the case of **INPS**, this process resulted in a general improvement of the image of public institutions among citizens, cost savings, and a more diversified service offer, by shifting resources to front-desk activities. The adoption of innovative technological solutions has been well received in the cases analysed, partly because it offers complementary services to support less technologically advanced users and thus reduces the risk of digital exclusion. This is the case of **Pôle Emploi**, **EKSOTE**, **SDW** and **ACTION** where the simplification and automation processes were implemented together and intensive training was given to beneficiaries, families and caregivers. Finally, **PASS** shows how a transformative innovation, which focused initially on the simplification of procedures and automation processes, radically modified the existing mechanisms of services provision. First, the delivery of services to citizens was improved by ensuring that resources were used effectively, reducing duplication and fostering the cooperation of different agencies to provide a continuum of care. In turn, this promoted social responsibility, pro-active participation and engagement in local communities.

5.2.5 Electronic exchange of information enables service integration

The case studies show that a critical success factor for social innovation is the integration of services at both management and delivery level. The centralised provision of secure information about beneficiary needs, rights, and benefits received, has been crucial to the integration between different providers. This integration has allowed the restructuring of procedures in a client-pathway approach and the provision of a single entry point for users. Shared information systems facilitate the interactions between actors at various levels of governance (i.e. collaboration across multiple levels of government), which in turn facilitate the cross-disciplinary management of different social areas. Information systems integration was generally achieved through the implementation of progressive database integration, coordinated case management and exchange of data through multiple channels. This process allows a more holistic and client-centric approach that brings multiple services to bear on client needs. In **PASS**, the information exchange between operators was enabled by a system that provided a more sophisticated and up-to-date way of collecting key information about homeless services and service take-up. In **TDP**, the sharing of information allowed providers to mainstream telecare services in a number of local partnerships, and to integrate health and social care organisation in the services delivery. **INPS** is a key example of how the integration of information and its management resulted in huge and pervasive synergies among public and private operators. This led to a comprehensive redesign of service management and provision in a more client-centred approach.

5.2.6 Monitoring implementation is crucial to demonstrate results

Our analysis shows that the presence of mechanisms for monitoring and evaluating results has been an important element for the success of the initiatives analysed. These mechanisms permit the early identification of any concerns about the use of the services. Monitoring tools can check the direction taken during the implementation phase. They can also help to address emerging issues so that corrective measures can be taken to recalibrate the intervention to answer needs adequately. Customer Relationship Management tools measure customer satisfaction and capture users' perceptions with

respect to the services offered. In some of the cases analysed, some internal and external evaluations were carried out. The evidence provided highlighted the value of collecting data on impacts and outcomes of the initiatives. An interesting example in this respect is **W2W** which developed a monitoring methodology. It connected payments made to labour agencies by the public authorities to outcomes. This model also implemented more effective and convincing dissemination activities which enhanced awareness of the benefits of the initiative. Furthermore, in the **BSA** case, an ICT tool was used by all professionals and social workers, to monitor in real time whether activities programmed for each beneficiary actually took place. This tool was also useful for the payment system, as external providers could use it to issue their bills to the BSA organization. Other relevant examples are **CBSS**, **PES** and **PASS**. **CBSS** developed tools to provide statistics and other relevant information on the performance of the Social Security system in a more comprehensive, centralized way. **PES** launched a methodology to cluster and measure specific labour market data in order to carry out benchmarking and “what if” analyses. **PASS** developed tools to provide statistics to projects about individual clients and the work of the project as a whole, helping the future service development plan.

5.3 Evidence of impact on service integration

All the initiatives analysed have **significant levels of integration** of services, procedures, sources of funding, etc. Most of them have achieved a high degree of integration in many areas, often both at the delivery system level and from an organizational perspective, for example the large scale initiatives such as **INPS**, **PES**, **PASS**, **SDW**, **BSA** and **TDP**. All these initiatives have had an impact on the service management system, from the identification of the various needs, through production, to the channels of distribution. In some cases, there has been an impact on the promotion and funding of the services. Hence, there is strong evidence for integration at many different levels and in different areas.

Even in those case studies where there seems to be less or no horizontal integration, it is possible to appreciate other forms or types of service integration. This is particularly true in **EESTI.EE**, **Little Bird** and **Book for a Roof**, where the impact has been on a specific aspect of service management, e.g. administrative, funding, organizational, or delivery system. Funding or administrative integration seems to be common in Continental countries but less common in Central-Eastern welfare systems. In contrast, in the Mediterranean, Anglo-Saxon and Nordic groups of initiatives, integration seems to happen mostly at the organizational and delivery system levels.

Nevertheless, all the initiatives have achieved some level of integration by optimising procedures and processes and in terms of the relationships with other operators and stakeholders, whose involvement has been redefined. Most of the initiatives have achieved inter-sectoral integration, by improving coordination of the different operators, both private and public, and a clearer definition of their respective roles in the production and delivery of services, especially through innovative public-private partnerships.

Though the role played by the private sector in Mediterranean and Continental welfare systems is not traditionally very proactive, we found most cases of inter-sectoral integration among these groups of countries. For instance, private operators participate strongly and actively in the new service delivery models of **INPS**, **BSA**, **Pôle Emploi** and **CBSS**. The role of private operators is crucial even when the initiative is driven mainly by the public sector. Similarly, among the Nordic and Anglo-Saxon countries initiatives, private organisations (both for profit and not-for-profit) are strongly involved. In these cases (e.g. **TDP** and **PASS**), however, they play a much more proactive role in service design. **W2W**, the Polish case, which adopted a British experience, also falls into this group.

In the integration process, ICTs are clearly an enabling factor, which helps to leverage the various types of information collected, provide more targeted answers to the actual needs of citizens, and support the overall governance of the social services sector. The initiatives analysed show that the use of ICTs can enable intermediary operators, social workers and formal carers to play a central and/or leading role, thus contributing to greater involvement of citizens in social services management. The role of ICTs as enabling factor was observed in nearly all the initiatives analysed, where thanks to ICTs, volunteers and informal carers are playing a more important role, regardless of the welfare model in which the initiatives take place. This suggests that it is a common trait of all social innovation processes.

An overview of the main social innovation elements identified in the 14 cases is presented in **Table 6**. This table also shows the targeted beneficiaries and the main type of integration achieved or pursued for each of the initiatives selected.

Table 6: Cross-case analysis: evidence of impact on integration

Initiative's acronym	Targeted beneficiaries	Main social innovation element	Main type of integration
A Book for a Roof (Croatia)	Homeless people	Need-driven/outcome-oriented production: A Book for a Roof invested in the employability and inclusion of the homeless by enhancing their skills, improving their self-image and helping them build self-confidence	Funding: A Book for a Roof benefitted from an initial grant from the EIFL Public Library Innovation Programme (EIFL-PLIP) and built a partnership with 8 other partners, including the Zagreb Council, which allowed gaining financial and operational support
ACTION (Sweden)	Family carers and the older people	Need-driven/outcome-oriented production: ACTION is a need-driven /outcome-oriented production approach which developed a new service delivery system to support frail older people and their carers in their own homes with ICTs	Delivery system: The initiative allowed a change in the delivery of services using ICTs to support clients in their families and homes
BSA (Spain)	All social and/or healthcare services recipients within the BSA territory	Public value allocation/or reallocation: Badalona City Council triggered the integration of health and social departments and sectors in the Badalona area, using a user/patient-centric approach	Service Delivery: BSA achieved the full integration of health and social care departments, organizational structures, service delivery models and funding schemes, through an Integrated Care Plan, which puts patient and users at the centre of the service production process. It is a comprehensive and holistic approach to health and social services delivery.
CBSS (Belgium)	Social security institutions, citizens, companies, intermediaries	Open process of co-creation / collaborative innovation networks: The combination of back-office integration and ePortal solution developed through close collaboration among the about 3.000 social security institutions in Belgium allowed both cross-sectorial integration between public and private institutions, and vertical integration of national-regional-local administrations	Organizational: CBSS fostered an intensive collaboration among different operators, and led to the development of a network for electronic information exchange, addressing social security service delivery
EESTI.EE (Estonia)	Citizens, foreigners, national agencies	Open process of co-creation / collaborative innovation networks: EESTI.EE set up a collaborative innovation network between public agencies and private operators providing information, assisting citizens and reshaping the relationships between community and institutions	Administrative: EESTI.EE fostered a huge administrative and organizational redesign of the public service delivery model and provided users with a unique access point
EKSOTE (Finland)	Older people and long-term care patients, welfare and social service public providers	Need-driven/outcome-oriented production: EKSOTE launched a new need-driven integrated approach which facilitates access to services and increases the transparency of the information management system	Organizational: The initiative enabled the organisational integration of the providers and provided a common access point for clients
INPS (Italy)	Unions, intermediaries, employment agencies, healthcare professionals and Local Health Units (ASL), municipalities, regions, citizens	Public value allocation/or reallocation: The process started with a shift towards a need driven/outcome oriented service production, but led to a fundamental change in the relationships between stakeholders	Delivery system: The initiative led to a complete redesign of the production process (organisational integration) and structural changes to the delivery system

Initiative's acronym	Targeted beneficiaries	Main social innovation element	Main type of integration
Little Bird (Germany)	Children and parents	Open process of co-creation / collaborative innovation networks: Little Bird promotes engagement in civil society: parents and providers, together with other relevant actors, are involved in a collaborative innovation network to improve childcare facilities management	Delivery system: Little Bird led to a new organizational support that provides childcare social service delivery process tackling the challenge of optimizing the use of resources while supporting both the parents and the municipalities
PASS (Ireland)	Homeless people, homeless agencies	Public value allocation/or reallocation: PASS was a revolutionary need-driven, outcome-oriented production approach in which outcomes are intended to meet the needs of society or specific groups in society in a sustainable way. It led to new public value re-allocation, providing systematic information to agencies and operators in the field of homelessness, allowing them to better plan and act.	Organizational: The initiative gave rise to a new organizational model, involving public and private operators in the field, and redesigned the services production process
PES (Netherlands)	Job seekers (with focus also on disabled people), employers, people on benefits	Need-driven/outcome oriented production: The PES NL reform is a need-driven ICT enabled initiative implementing the employee insurance scheme, addressing unemployment, workers' rights, maternity and sickness coverage	Organizational: PES NL created a real time labour market place, improving the matching between labour demand and offer, through a new organizational channel
Pôle Emploi (France)	The unemployed, job seekers, public employment service organisations	Open process of co-creation / collaborative innovation networks: Pôle Emploi developed a centralised and secure information system for unemployment data, in order to become an aggregator of labour market players policies and initiatives	Delivery system: Pôle Emploi allowed extensive data collection and interchange among different operators, public and private, delivering a new approach for job matching
SWD (Denmark)	Welfare benefit recipients mainly the older people, social and health services and education recipients	Public value allocation/ or reallocation The strategy focused on digital solutions and means to rethink the service production process and increase service strategy to produce value for money and a better allocation within communities, families and among individual with needs	Organisational: The Danish Strategy for Digital Welfare modernised public service production to ensure a more efficient and effective provision of public sector services by accelerating the take-up of ICT in frontline public services
TDP (Scotland)	Older people in Scotland suffering from conditions like chronic diseases, cognitive impairment, frailty and related comorbidities	Public value allocation/or reallocation: The TDP was a national government initiative implemented in rigorous collaboration with the Scottish national health system which developed an integrated care approach with its own funds and resources. It provided a fundamental change in the relationships between stakeholders	Organizational: The TDP led to structural changes in the entire health care system of Scotland, both in terms of organization and funding sources
W2W (Poland)	Employment agencies, the unemployed	Open process of co-creation / collaborative innovation networks: Express Train to Employment used ICTs to redesign the employment policies and services provision in an integrated way, with the cooperation of institutions, private operators and job seekers	Organizational: Express Train to Employment used ICTs used ICT to enable PPP (public-private partnership) through a technological platform where all the actors could share information, update data and co-design unemployed services parameters

Source: Internal IESI elaboration

5.4 Support to the Social Investment Package objectives

5.4.1 General overview

Many of the 14 initiatives analysed relate to the key SIP objectives, in that they often have an impact on the **modernisation of social protection system** through the **integration of service delivery**. Some examples are **INPS**, **BSA**, **ACTION** and **Pôle Emploi**. Our analysis suggests that delivery of social protection systems is the main area of modernisation and that it is where most disruptive innovations are found. This is apparent in the initiatives from the Mediterranean and Continental welfare models, where the public sector has played a central role in service management and delivery. However, this role has become unsustainable because of the need to reduce public spending and the increasing complexity of service demand. The Continental model's centralized approach to service delivery and the unbalanced way different social needs are met by public services in the Mediterranean model are both issues which have been targeted by recent welfare reforms. Creative ways to cope with decreasing social spending and the need to improve efficiency had to be found.

Anglo-Saxon and Nordic countries are focusing on **social inclusion strategies**. Social services initiatives in these countries are organised around the individual and his/her capacity to continue contributing to society. This is the case with **TDP**, **EKSOTE**, and **ACTION** where social investments are directed at redesigning or reengineering services in order to improve quality of life. The Nordic welfare model rests on principles of solidarity, equality and a universalistic approach to welfare service provision. Besides the provision of fundamental social services to all citizens, this model is characterized by strong community involvement and the search for collaborative solutions to the needs of very specific categories of people (in the above cases, older people). Furthermore, the initiatives belonging to the Anglo-Saxon models, though driven by a more liberal approach to service delivery, provide services for social categories which are excluded or at risk of exclusion. This is the case of **TDP** for older people in Scotland and **PASS** for the homeless in Ireland. **W2W** is also a good illustration of this in Poland, where the experience in the UK has been reproduced. This shows that experiences from different welfare models can be adapted and tailored to the circumstances in other welfare models.

Last but not least, ensuring that social protection systems **respond to people's needs at critical moments during their lives** seems to be a key target of the Central-Eastern European initiatives we have analysed. In these cases, the post-communist approach to social policies led to a situation in which people relied heavily on welfare policies although the system was unable to respond adequately to the needs. This may explain why initiatives in this welfare model tend to be small scale or based on the involvement of the private sector, with the help of EU Funds. For example, of **A Book for a Roof** targets the homeless and **W2W** the unemployed, as mentioned above. Further initiatives belonging to the Continental welfare model like **CBSS** and **Little Bird** seem to focus mainly on the needs of people in critical moments in their lives. However, these have been developed in the wider context of social investment policies which aim to address wider ranging problems such as childcare throughout Germany and social security in Belgium.

Table 7 below provides an overview of the relationships between the initiatives and the main SIP objectives.

Table 7: Contribution of the cases to the SIP objectives

	Contribution to SIP Objectives		
	Modernizing social protection systems: Spending more effectively and efficiently to ensure adequate and sustainable social protection	Implementing active inclusion strategies: Investing in people's skills and capacities to improve people's opportunities to integrate in society and the labour market	Investing in individuals throughout their life. Ensuring that social protection systems respond to people's needs at critical moments during their lives
A Book for a Roof (Croatia)		A book for a Roof combined employment information management and technology (ICT) training to bring homeless people into the labour market	A book for a Roof helps job seekers improve their skills and boosts their motivation, through psycho-social support. As a result social protection services are able to respond to homeless people at critical moments in their lives
ACTION (Sweden)		ACTION allowed a new approach to services, through telematics interventions at home, promoting more inclusiveness of older people and their families	
BSA (Spain)	BSA consisted in a great innovation in the social protection system, especially concerning health and social care services, since it integrated the two aspects under a unique beneficiary-oriented approach, producing savings and improving the quality of services	The main aim of BSA's Integrated Care Plan is to empower people, especially the older people and the more fragile, improving their skills and ability to remain independent at home. It also helped improve the quality of life of the beneficiaries, their relatives and their care givers	BSA's integration initiative was triggered by the need to shift from the older paradigm in the delivery service model to a beneficiary-centric approach, reducing the risk of worsening of chronicity and other conditions, and following the individuals throughout their entire life, also thanks to the implementation of new technologies, such as tele-monitoring and telecare
CBSS (Belgium)	CBSS provided socially insured persons and companies with effective, efficient and user-focused services, which have reduced to a minimum the administrative burden for citizens, companies and civil servants		CBSS fully integrated the work flows of 3,000 social security institutions, guaranteeing on-line management of the whole processes and a unique and fast access to all social rights and benefits
EESTI.EE (Estonia)	By building a collaborative innovation networks between public agencies, EESTI.EE led to the reshaping of the public model to produce and deliver services, with a more effective and centralised approach		
EKSOTE (Finland)	EKSOTE led to the organizational integration of providers and a common access point for clients, enabling a more adequate service provision	EKSOTE provided equal access to social and health care services to all citizens in its region of operation, across the boundaries of municipalities, by developing an integrated care processes, according to which the same electronic patient record system is used in the health care centres and hospitals of all communities belonging to the organization	
INPS (Italy)	The process of computerization of services resulted in the generation of new public value which improved the sustainability of the social protection system, the traceability of information flows and the fight against frauds		The digitalisation of services changed the paradigm for the delivery service model which shifted towards a beneficiary-centric approach, reducing the risk of unfit and undue benefits and formulating innovative responses to people's changing needs.

Little Bird (Germany)	Little Bird provided a safe and convenient solution in the region it operates in, across the boundaries of municipalities, for the search for, allocation and management of childcare services		Little Bird facilitated equal access to early childhood education through an interactive process mapping out the entire range of administration functions for allocation of childcare services
PASS (Ireland)		PASS allowed a better inclusion of homeless people redesigned the production process of services improving the integration opportunities within society and the inclusiveness of this category of fragile people.	PASS allowed a better outcome-oriented service production which meets the needs of the homeless and is managed in a centralised and more integrated way
PES (Netherlands)	The initiative allowed to cluster information of the labour market at a macro-level and take into account each regional/local labour market peculiarities producing more efficient results at all PES levels and better outcomes for job seekers		PES allowed to meet critical employment needs, building a real time labour market place, enhancing the matching between labour demand and offer
Pôle Emploi (France)	Pôle Emploi has established itself as coordinator of French initiatives intermediation and an aggregator of other market players, enhancing the effectiveness of the employment support		Pôle Emploi personalized the employment support services, improving the job demand and offer matching and aggregating job offers from partner sites, private platforms, associations, employers or business organizations
SDW (Denmark)	SDW accelerated the use of ICT and welfare technology in frontline public service delivery, with concrete initiatives speeding up the use of efficient and effective digital and technological solutions in healthcare, care for the elderly, social services and education		
TDP (Scotland)		TDP improved the inclusion of older people and their families, investing in the capacity of people suffering from conditions like chronic disease, cognitive impairment, frailty and related comorbidities	TDP produced a structural change in the entire health care system of Scotland, demonstrating how telecare could contribute to the safety and quality of life of older people, while significantly reducing costs of health and social care
W2W (Poland)	W2W improved the mechanisms to reduce unemployment rates, achieve sustainable employment and established partnerships, in order to identify synergies and effective and pervasive solutions.	W2W's centralized management of information flows allowed categorizing the employment needs in order to improve people's opportunities to integrate in the labour market	

Source: IESI internal elaboration

5.4.2 Impact on the modernisation of social protection systems

In order to assess how and to what extent the selected initiatives contribute to the modernisation of welfare systems, we have grouped and analysed them in relation to the following three key areas of welfare:

- Social security and employment, which includes social assistance, social care, employment and employability.
- Social inclusion and participation, which includes social inclusion, social housing, civic engagement, education and training and childcare.
- Active healthy ageing and care, which includes integrated health and social care, prevention, health promotion and rehabilitation, independent living.

a) Impact of the cases on social security and employment

Out of the 14 initiatives analysed, 6 implemented changes in social security and employment as shown in **Table 8** below.

Table 8: Initiatives in social security and employment

Initiatives	Summary of impact
INPS (IT) PES (NL)	These two initiatives have transformed employment and the delivery of benefit services to those underserved in an innovative, fast and cost-efficient manner (almost all the services are delivered using digital means). Their revolutionary approach allows more individuals to actively participate, interact with the government online, giving them the chance to use multiple delivery channels with more convenient timeframes.
SDW (DK) CBSS (BE)	Thanks to ICTs, CBSS and SDW have built a unique information management model, which allows carrying out historical and prospective analyses and therefore improving policies and regulations.
W2W (PL) Pôle Emploi (FR)	W2W and Pôle Emploi have developed innovative competences and job potential profiling tools, based on the use of extensive information, which allow better assessing actual needs and thus improving the matching between job seekers and employers.

Source: IESI internal elaboration

"Social security and employment" refers to the provision of social services and benefits to support citizens who are unable to meet their most fundamental needs by themselves. This includes their ability to be active on the labour market and receiving a decent income which allows them to preserve their dignity.

The 6 initiatives that have an impact in this area are *citizen-centric* and propose *radical changes in the approach to social services design and delivery*. These are the two key interrelated elements of a new and more sustainable welfare system. These initiatives trigger a review of the portfolio of services offered in order to adapt them to existing and upcoming societal challenges and reduce public spending.

This can be seen very clearly in the initiatives in the Mediterranean and Continental welfare models, where a trend towards more equitable treatment, and more public/private partnerships, reveals an important cultural change. Nevertheless, the initiatives implemented in the Anglo-Saxon group of countries also show a strong focus on change, for instance with the greater implementation of one-stop-shop approaches. Existing approaches to implementing new models of management of social security services have been rethought in order to improve critical aspects of existing delivery systems.

The issues that these initiatives tackle include:

- The lack of a systematic and comprehensive vision in the relevant social services legislation.
- The fragmentation of the actors and institutions directly and indirectly involved in the regulation, financing and delivery of services.
- The low level of technological innovation in the management of data and relevant information.
- The lack of integration between the institutional players in charge of providing social services and the beneficiaries.
- The demand for better quality, which requires services to bring true added-value.

Reshaping the way services to citizens are produced, managed and distributed is common to all these initiatives. It involves extensive integration mainly within public administrations but also with private operators and intermediaries. Most initiatives in this cluster are led by public sector actors and focus on a thorough rethinking of the delivery model which leads to a reengineering of the services, alongside a revision of the governance model.

The initiatives represent radical/transformational innovations which, by leveraging on ICTs, modify the existing mechanisms of services provision and lead to a paradigm shift that reframes the nature of the specific problems to be addressed and their possible solutions. Most of the initiatives focus on changing the service provision paradigm to adopt a more client-centric approach, often through the use of one-stop-shops. They all seek to improve access to services, distribute resources more fairly and reduce the administrative burden on users of the service.

In all these initiatives, ICTs have contributed strongly to inter-sectoral integration. They foster collaboration between government and service delivery providers in the private or non-for-profit sectors, through the shared use of well-structured technological tools. The new model implemented by the initiatives is based on the development of client pathways which aim to improve service access, ensure greater accountability and transparency in the system as a whole, and allow citizens to have greater control over information that concerns them.

The new service delivery model allows one-stop shop access to services, fosters the modernisation of processes and procedures for the management and delivery of services, and allows the continuous tracking and monitoring of service demand. In these cases, ICT-enabled social innovation can act as an enabling factor. For example, ICTs can help us obtain a complete and more systematic understanding of social security needs, and support e-learning services. Thus, they can help to improve the employability of an individual over time, and/or to improve the integration of the back offices of organizations in charge of managing social benefits.

In some cases, ICTs play a game changing role as they enable the integration of information from different sources, which fulfils profiling needs much more accurately. Thus it is possible to customize the service delivered, which optimizes both outcome and citizen satisfaction. By allowing better targeting and identifying beneficiaries more effectively, ICTs play a huge role in increasing the value of interventions and citizens' trust in government. Furthermore, ICT-based solutions also support social policy reforms by promoting active inclusion in the labour market.

b) Impact of the cases on social inclusion and participation

Another 4 initiatives out of our case selection focused on social inclusion and participation as shown in **Table 9** overleaf.

Table 9: Initiatives in social inclusion and participation

Initiative	Summary of impact
Little Bird (DE) PASS (IE)	Little Bird and PASS use ICTs to enhance the modernisation of social services from several perspectives: amongst others, better synchronization of the public and private offer of services, greater cost-effectiveness, reduction of overbooking of services and, at the same time, reduction of the negative externalities affecting care givers due to the lack of solutions to reconcile family life, social inclusion and wellbeing.
A book for a roof (HR)	In A book for a roof ICT courses are used to provide homeless with a wider set of competences and to boost their self-esteem, as well as to encourage take-up of available public social services. The library created a Resource Centre in the shelter, now staffed by homeless people. The use of ICT allows focusing on the potential of homeless people and training them to become trainers for other people in need.
EESTI.EE (EE)	In EESTI.EE, ICTs support citizens by enhancing their access to and use of information and services, enabling self-help and reducing dependency from the state, giving individuals access to both broader contacts and the local services to which they are entitled.

Source: IESI internal elaboration

The above social inclusion initiatives mainly target disadvantaged groups or people at risk (e.g. the disabled, people at risk of poverty and social exclusion in general). These interventions aim to reduce or eliminate barriers to social inclusion by supporting individuals. They help disadvantaged people reach or maintain a higher level of social inclusion and dignity, while reducing the burden on caregivers. In general, the needs addressed in this social policy area derive from a complex set of problems that require the simultaneous provision of structural solutions and first-aid interventions cutting across several social inclusion domains (e.g. health, social assistance, daily subsistence; etc.).

The initiatives in this cluster offer a set of solutions based on a case-management approach. They focus on the provision of quality information and on helping all operators involved (public and private) understand, analyse and better answer the needs of excluded people through the use of real-time information technology. All the initiatives analysed improve service delivery, thanks to a shared information system. This facilitates the interaction of operators and citizens, improves the efficiency of services through more effective use of resources and less duplication of effort, and facilitates the cooperation of all operators who can work together better to provide a continuum of care.

ICT-enabled social innovations in these cases play several roles. They enable services to improve the cost-effectiveness of the collaboration and coordination of the public and private actors involved in service delivery processes (in these initiatives, those stakeholders which are more aware of the needs of the vulnerable people play an important role in partnerships). ICTs also act as game-changers by helping public and private service providers understand the behaviour of people with needs. This in turn serves to improve the sustainability and cost-effectiveness of the social service delivery model. Moreover, ICTs provide stakeholders with new channels of effective communication and new ways of interacting. This also includes the beneficiaries, which increases their opportunities for social inclusion, reduces the risk of isolation and increases the opportunities to contribute to society. ICT per se can also be a tool for inclusion. For example, **A Book for a Roof** targets vulnerable people who are also digitally excluded. The lack of digital skills exacerbates existing social disadvantages (Ellen J. Helsper 2008). The initiative is structured around the strong belief that access to computers, the Internet and other forms of technology has a significant impact on these people's chances of finding a job or building a social network.

c) Impact of the cases on active and healthy ageing

The main focus of three of the cases we analysed was active and healthy ageing (see **Table 10** below).

Table 10: Initiatives in active and healthy ageing

Initiative	Summary of impact
TDP (Scotland) EKSOTE (FI) ACTION (SE)	In TDP, EKSOTE and ACTION ICTs play a crucial role for monitoring activities (automatic data detection and information about health status) and for real time interactions with beneficiaries, providing advisory services at home to prevent adverse events and unplanned hospitalizations. The disruptive transformation of the care processes allows home care treatments for both patients with chronic diseases (e.g. COPD, CVD, HF, etc.) and ageing patients in general. Formal and informal care givers can benefit from using such innovations which promote self-management and empower users, in the process of shifting the balance in terms of control and increasing the capacity to live independently at home.
BSA (ES)	In BSA, ICTs allowed building the electronic record that gathers all the documents containing relevant information about the status and progress of a patient during the care process. Thanks to the interoperability between information systems, it eliminated the duplication of diagnostic tests. The result is a tool for professionals which provides updated relevant information to guide them in the decision making process (it is also a useful database accessible from any location and care level), therefore promoting continuity of care and coordination between primary and specialised care. IT also fosters the development of telemedicine and telecare services.

Source: IESI internal elaboration

Consideration of active and healthy ageing and healthcare is crucial in view of the challenges posed by ageing societies to the current set-up of public services delivery. The IESI research has analysed the themes of "Independent living for older people", "Integrated health and social care" and "Prevention, health promotion and rehabilitation" demonstrating the great potential ICT-enabled social innovation has in these fields.

The three initiatives analysed here adopt new approaches to public services design and implementation and follow the recent trends in the efforts made by Member States to deal with growing societal challenges. It has become increasingly difficult to match service demand and supply adequately and there is constant pressure to achieve greater cost-effectiveness, reduce public expenditures for social services, and improve stakeholder participation in the service delivery process. These new initiatives illustrate the paradigm shift towards more proactive public interventions and social policies. They seem to confirm that the social innovation potential offered by the integration of services plays an important role in reshaping social relationships and collaboration and in the redesign of care processes. In this context, citizens and patients experience significant changes in their roles and relationships with care professionals, service providers, care givers, etc.

In these cases, ICTs can drive the organizational transformation of service delivery. The main advantages of this transformation consist in the building of synergies among services, the avoidance of overlaps, and the strengthening of inter-governmental and inter-sectoral integration among the service providers. These factors make management systems more productive and service delivery processes more efficient. ICTs help ensure the overall sustainability of the service in the long term in line with the SIP objectives, which aim to promote active inclusion with significant savings in care services delivery. The impact on the care system and on care professionals is considerable because integration can lead to the creation of new services which complement or substitute existing ones. Outcomes in terms of savings can be significant due to better alignment of resources and needs, and a redefinition of the role of public interventions and professional care.

5.5 Sustainability and transferability of the cases analysed

This section discusses the sustainability of the initiatives analysed and whether they can be adopted in other contexts. Although this discussion was not an explicit objective in the analytical framework used for the cross-case analysis, it is nevertheless related because it takes a horizontal perspective on all the variables taken into account in our analysis and the previous findings. In fact, the capacity of ICT to promote social innovation and social investments can be measured in terms of the actual sustainability of an ICT innovation and to what extent it can be scaled up in different contexts within the same framework or in entirely new environments. At the same time, the contribution of ICT to organizational change and to reshaping service design and delivery processes has a long-term impact, in light of the need to structurally reform social protection systems. This section therefore focuses particularly on the success factors that allow the transfer of knowledge, of the infrastructure and of the funding model to other contexts, or to more complex systems.

We consider that our case studies show that the knowledge, policies and solutions developed in good practices can be promoted for wider development, implementation and transferability at a local, national or European level. Thus, they can promote the modernisation of social protection systems through funding, policy leadership and by fostering stronger cooperation among stakeholders. Transferability refers to the potential maximization of lessons learned from the experiences gained in a local setting or in a pilot by implementing these experiences (or parts of them) in a wider context, be it geographical or organisational.

All the cases analysed were selected for their potential sustainability and ease of wider replication. Nevertheless, even though a case seemed to have good potential scalability, transferability always depends on a number of contextual variables, which may affect the actual chances of success in replicating the experience (e.g. funding, political context, regulations, etc.).

Some of the cases analysed acknowledged this limitation and provided evidence of why the potential for scaling up remained unexploited. This seems to be the case of **A Book for a Roof**, where the need for resources and financial contributions from other library networks or municipalities, also at a European level, was recognised as a barrier to scaling up. The lack of an effective policy at local, regional, national and EU level which could push the adoption of ICT-based solutions in healthcare, and finally the lack of funding for large trials which could demonstrate the effectiveness of the services seemed to be the main barriers to wider implementation of **ACTION** - even though the service presented a high level of standardization and could be easily implemented in a wider context and other EU Member States. Only the Borås municipality decided to make the **ACTION** initiative part of its mainstream services for older citizens living at home and their family carers. Wider implementation by other municipalities did not follow, mainly because of the tension between the municipalities' yearly budgets and the significant long-term investment required. Policy makers opted for cheaper quick-fix solutions over services that implied waiting longer for returns. An added difficulty is the tendency of municipalities not to invest in prevention. Our analysis shows that a barrier to the wider implementation of the **PASS** initiative was its technology. **PASS** relies on a new cloud technology-based computing system which is not fully available outside Dublin. Thus, further development and a specific data strategy would be needed for the initiative to be replicated at national level, or for it to be exported to other EU Member States. Finally, **PES** also experienced difficulties as some of its target users were not sufficiently digitally skilled or were illiterate, and thus excluded from accessing services online (estimated to be 10% of citizens). In this case, the rigidity of the model and the lack of a multi-channel approach which would allow direct contact or telephone assistance seemed to hinder the transferability of the initiative. It seems that a mix of physical and digital services may be required as digital services do not allow the inclusion of those who lack digital skills.

On the other hand, some of the cases analysed have already been transferred or will be scaled up. We identified three main groups of successfully transferred practices:

- Scaling up and transferring activities.* This is the case of **SDW** and **BSA**. **SDW** scaled up to national level successful projects which had been tested at local level. Out of 25 projects, 7 projects will be implemented nationally by 2017. Scaling up **BSA** proved to have considerable potential, since it allowed external professionals to work within the integrated care system and private investments to flow in. The initiative mainly relied on the integration of the social and health care departments. This process has been consolidated in Catalonia. There were plans to scale this initiative up to national level, as it had been identified and showcased as a good practice by the Spanish government. It could also be transferred to other countries and has indeed been studied by other international institutions (such as the University of Udine). The case of **EESTI.EE** is somewhat different. Here there were no plans to develop further functionalities, content and/or services in the future release of the gateway. However, the benefits reaped will be used to include services from other fields (e.g. adding notification services in cooperation with various institutions, informing users about this service and expanding entrepreneur-orientated functionalities). **EKSOTE** has been considered a good practice by the Finnish government. A law has been passed, according to which all districts in Finland will have to adopt this kind of service model by the end of 2019, thus the initiative will be scaled up nationwide. The piloting system takes advantage of existing components in social and healthcare sector organizations which do not require major investments or changes in the architecture system. The existing methodology makes it perfectly possible to transfer the experience to other European contexts. The transferability of some initiatives has been indirectly confirmed by funding activities, for example **TDP** organised a number of knowledge dissemination activities, and various knowledge transfer events (conferences, workshops, etc.) in the UK and Europe. The evaluation of the programme was also widely shared electronically. It is one of the good practices in the European Innovation Partnership on Active and Healthy Ageing for which Scotland was awarded 3 Star Reference Site status. Evidence of its transferability can be seen in the launch of two important programmes, jointly funded by the EC and the Scottish Government (United4Health and SmartCare), which support people with long-term conditions living in Ayrshire, Renfrewshire and Lanarkshire. The objective is to leverage telecare services in these local communities and to transfer the experiences of Scottish telecare across the EU28. **W2W** transferred the British W2W experience to the Region of Malopolska, where the model is perfectly replicated. The Polish Government is planning to expand the project to other regions and has devised a new systematic intervention to re-engineer the social welfare support to the long-term unemployed at a national level, based on the outcomes of W2W
- Technology and structural transferability.* This was the case of **Pôle Emploi** that was scaled up by the agreement signed in December 2014, for 2015-2018, with the Government and UNEDIC. The scale up of the initiative was oriented to enhance the opportunities offered by the portal in the direction of establishing itself as *the* coordinator of French intermediation initiatives and as an aggregator of other market players. The **CBSS** experience also provides important lessons for governments that are striving to improve services for the users and especially for companies, by adapting internal and external processes with the help of modern technologies. The CBSS system's architecture could evolve into a Pan-European service and/or be transferred to other European contexts, thanks to its compliance with international technological standards. **Little Bird** was considered good practice by another 25 German municipalities, which are planning to implement it. Local administrations showed great interest in the initiative, because it helps make significant cost savings. In addition, all the modules of the solution are closely integrated, which makes it highly adaptable to local requirements. Its

open software means that this project can be easily scaled up in other communities, cities and countries and evolve to a European level. Another relevant example of technology transferability is the case of **INPS**, which takes advantage of the “mobile era”. Due to the decisive role that its ICT assets can play within the Italian public sector, the Italian Institute of Social Security (INPS) is becoming a “hub” for Italian institutions not only in employment services but also in the overall social protection system. INPS has invested significantly in ICT infrastructure in the last decade, in order to implement the INPS digitalisation of services. It is now in a position to lead the public inter-operability and information exchange process. The legal framework envisaged for the implementation of the Public Connectivity System (SPC), which is one of the main pillars of the implementation of the European Digital Agenda, also contributed to this.

6 Conclusions

6.1 Key results

6.1.1 General contribution from ICT-enabled social innovation initiatives

To sum up, it is worth repeating that ICTs do make an important contribution especially when combined with further elements that through the case studies and the cross-case analysis have been identified as key drivers of successful ICT-enabled social innovation initiatives.

The involvement of beneficiaries in all phases of an initiative (including design, implementation and follow-up) might be enabled by the use of ICTs and in turn it contributes to exploiting one of the main potential attributes of ICTs, i.e. to support the development of new relational mechanisms. As a consequence, the building of partnerships and stakeholder commitment at different levels (e.g. to implement or even jointly finance an initiative) is crucial to take full advantage from the contribution offered by ICTs, especially when the public sector needs to implement a policy targeted to different types of beneficiaries. In particular political commitment and a certain ability to shape broad policy frameworks are both conducive to the use and development of ICT in social services. The development of monitoring tools alongside an ICT-based innovation to demonstrate results and facilitate transferability is a further key factor for making an initiative successful.

Moreover, it is worth noticing that the contribution ICTs are able to offer is especially strengthened by clear information exchange and multi-channel approaches. This depends on the fact that such approaches – as emerged from the different case studies analysed – are a key enabler of integration. ICTs facilitate the sharing of information and enable the integration of services, thus enhancing the impact of social services delivery.

As detailed in presenting the case studies and the cross-case analysis, it is possible to appreciate that the contribution of ICTs to integration processes, and therefore to the improvements of social service delivery, might assume different shapes.

For instance, ICTs create client pathways and focus on outcomes; they enable a more targeted and personalized approach that allows clients with complex needs to receive coordinated services. Moreover ICTs provide evidence of demonstrable improvements to outcomes delivered.

ICTs also allow greater coordination between different levels of government, which is essential to improving system integrity, and reducing duplication and gaps in service provision. This contribution might have positive consequences also with regard to the social service provider accountability. When the latter is the public sector, greater accountability and transparency mean in turn a contribution in terms of their democratic legitimacy, establishing indeed a closer and trustworthy relationship between itself and the citizens.

In line with the mentioned improvement of the relationships between the public sector and citizens, a further contribution ICTs give to the simplification and an easier take-up of services needs to be mentioned: the consolidation of the one-stop-shop/no-stop-shop approach. Through such a way to re-design the access to services, users are provided with a single entry point into social protection systems, making of ICTs an important *medium* for the institution-citizen relationship.

By bringing together stakeholders from public, private and not-for-profit sectors in formal networks, ICTs help to address complex social problems through coordinated local level interventions, including resource sharing and joint social investment strategies. In other words, the potential of ICTs, through partnership creation and network integration, allows offering clients seamless assistance and care.

Overall ICTs play an important role in the modernization of social protection systems, enhancing social services quality and equal opportunity/fair access. ICTs are especially effective with regard several dimensions. ICTs can: (i) support the process of social services delivery reform by offering opportunities for open collaboration and participation; (ii) help to fully digitalise processes and improve payment mechanisms, which saves on operational costs and provides benefits; (iii) increase the effectiveness of interventions and reducing social services fragmentation and duplication across organisations and countries; (iv) make social services more proactive and closer to the point of need by identifying and targeting beneficiaries effectively; (v) provide a way of increasing accountability, while transforming and extending service delivery to the underserved.

6.1.2 ICT-enabled social innovation contribution to the implementation of the Social Investment Package objectives

The case studies and the cross-case analysis provide useful insights into the factors that have been critical to an initiative's success, and into the role ICTs play in social innovation. They also show how these factors affect the pursuit and achievement of the Social Investment Package objectives.

a) Modernizing social protection systems: spending more effectively and efficiently to ensure adequate and sustainable social protection

By building a collaborative innovation networks between public agencies or departments, many initiatives reshaped the public model to produce and deliver services, with a more effective and centralised approach (**EESTI.EE**). In particular, the exploitation of ICTs resulted in the generation of new public value which improved the sustainability of the social protection system, the traceability of information flows and the fight against frauds (**INPS**). The contribution ICTs give to the modernization of social protection system is often and mainly related to their ability to reduce to a minimum the administrative burden for citizens, companies and civil servants (**CBSS**).

b) Implementing active inclusion strategies: investing in people's skills and capacities to improve people's opportunities to integrate in society and the labour market

The combination of employment information management and ICT training allows the redesigning of the production process of services, the improvement of integration opportunities within society, and the inclusiveness of fragile people, especially into the labour market (**A Book for a Roof, W2W, ACTION**). The integration of services facilitated by the use of ICTs aims to empower people, especially homeless people, older people and the more fragile, improving their skills and ability to remain independent at home or to find job opportunities. It also helped improve the quality of life of the beneficiaries, their relatives and their care givers. Moreover, the equal access to health and social care services to all citizens in the region of operation, across the boundaries of municipalities, directly contributes to strengthening the inclusiveness of social protection systems and therefore to enhancing people's opportunities to integrate in society (**EKSOTE, TDP**).

c) Investing in individuals throughout their life: ensuring that social protection systems respond to people's needs at critical moments during their lives

By recognising the importance of skills and active inclusion strategies through psycho-social support, many initiatives succeeded in boosting beneficiaries' motivation, which

responded to their needs at a critical moment in their lives (**A Book for a Roof, W2W, ACTION**). The contribution offered by ICTs often consists of changing the paradigm for the delivery service model, which might shift towards a beneficiary-centric approach, reducing the risk of unfit and undue benefits and formulating innovative responses to people's changing needs (**INPS, BSA, CBSS**). The ability to adapt to people's needs is achieved by ICTs through personalization of services, especially important in the field of employment support services, where it contributes to improving job demand and supply matching, by aggregating job offers from partner sites, private platforms, associations, employers or business organizations (**Pôle Emploi, PES**).

6.2 Policy implications

Findings from the analysis of case studies allowed us to draw some general policy implications for policy making at local, national and EU level. A first set of policy implications is related to the issue of welfare systems sustainability. With regard to this first dimension, the aim is to spot some major social issues in which ICTs might offer an important support without structural or wider reform attempts. A second set of policy implications is based on the fact that, in order to take full advantage of the potential ICT-enabled social innovation initiatives have, some contextual and complementary policy initiatives are needed. Finally, a third set of policy implications mainly deals with the needed administrative changes and the required financial support, especially in view of a more systematic and systemic exploitation of ICT-enabled social innovation potential.

I. Not only are ICTs enabling factors for the modernisation of social protection systems, they can also safeguard the sustainability of welfare systems themselves.

As some of the cases analysed seem to demonstrate, for instance **CBSS, PASS, SDW and BSA**, ICTs contribute to solving the structural imbalance between emerging and growing social needs (which require that services be implemented more effectively) and the decreasing or limited financial resources available to do so.

In particular, the cross-case analysis shows that ICT-enabled social innovation can help social services to:

- Cope with *demographic trends*: an increasing number of individuals are affected by different health and social conditions and require multiple services. Technological advances have made it possible to link information across programme areas and to identify individuals with complex needs and hence target them better.
- Live up to *beneficiaries' expectations*: people are becoming more and more used to having access to information and services through web and mobile devices. New digital technologies are transforming the way individuals can interface with service providers across a range of industries, including the social services and more generally the welfare area.
- Reduce *unemployment*: one important element to be considered is the *labour market participation* of all members of the working-age population. A new wave of welfare-to-work schemes based on ICTs have been adopted by governments trying to reduce demand and supply-side barriers that prevent individuals from finding sustained employment, thus improving the matching of labour supply and demand.
- Cope with *budget constraints*: high levels of sovereign debt have led to widespread public sector austerity measures in many developed economies. These pressures mean that service integration and optimisation are becoming increasingly attractive options for governments looking for higher cost

effectiveness in service delivery. Allocating higher percentages of resources and incentives to ICT innovation is therefore crucial.

- *Improve the evidence base*: solid evidence is needed for resources to be allocated to the most effective and efficient initiatives. They must be scaled up or transferred to other contexts. ICT tools that include predictive analytics functionalities allow us to leverage the evidence collected and better allocate resources on the basis of the specific needs of different target groups
- *Raise awareness*: ICT tools allow the systematic collection of information regarding the policy interventions undertaken and its results. This data can then be shared in order to *inform policy makers* and support the decision making process to develop or adapt future policies.

II. Technology is a necessary but not sufficient condition for social innovation and social investment to fully deliver on their promises.

As shown in some of the cases, ICTs are crucial but sometimes not sufficient to achieve the expected benefits. For ICT-enabled social innovation initiatives to fully realise their potential, other enabling factors must come into play:

- *Workforce development*: the empowerment of workers (e.g. in care) and job seekers requires investment in their skills and competences. They must also be given new and flexible ways of participating in the labour market. Employers and public institutions must invest in multidisciplinary and/or cross-organisation working groups. They must also envisage staff co-location and develop joint training arrangements that foster knowledge transfer at all levels, and fill any skills gaps that may arise. This also requires the creation of new roles and a review of existing jobs in order to adapt them to the changing environment and the evolving needs of the workforce (see ACTION, INPS Digitalization of services, and Pôle Emploi).
- *Regulatory frameworks*: regulations on data sharing procedures need to be eased, integrated case management by government agencies and private and third sector providers should be promoted, and the development of innovative initiatives should be facilitated. Adequate regulatory frameworks are essential for the integration of such practices into actual practices and for scaling up (see TDP, PES NL, and EKSOTE).
- *Funding and contracting*: payment-by-results mechanisms for funding schemes seem to be efficient in promoting coordinated interventions to address common and shared social problems in an outcome-oriented approach. Other schemes, such as “personal budgets” (sums of money allocated by a local authority to service users to be spent on services to meet their needs), produce effective incentives because they enable users and case managers to freely purchase the desired mix of services from authorized providers. Thus, they foster the creation of a competitive social services marketplace in which services are closer to the needs of the users. Contracting and tendering reforms have been implemented in order to encourage integration and collaboration among different service providers (see W2W and A Book for a Roof).

III. ICTs development and implementation must be combined with re-engineering of organizational structures so that they can cope with the innovations. This also requires finding resources, e.g. the European structural funds.

- *Simplification of service procedures through an open-government approach*: the increase in information and knowledge exchange and in openness and transparency provide new opportunities for public administrations to offer user-

friendly services. At the same time, they can reduce costs and the administrative burden. The open government approach can encourage this transformation by opening up public data and services and enhancing collaboration for the design, production and delivery of public services. Open processes, activities and decisions enhance transparency, accountability and trust in government (see EESTI.EE, Little Bird, and PES).

- *Use of the European Structural and Investment Funds in the 2014-2020 period to further finance ICT-based developments in the social sector:* National and regional authorities are in charge of drafting their Partnership Contracts - Partnership Agreement with the European Commission which form the basis for delivering ESI funds. These institutions can therefore play a proactive role in both the allocation of resources and in the fundraising activities needed to meet the co-financing requirements. These resources can be used to finance initiatives that, for instance, help transfer experiences from one country to another (see W2W).

6.3 Future research

The case studies and the cross-case analysis have helped us identify a number of gaps that future research could address. **More systematic collection and publication of data on relevant initiatives are needed.** In order to gather as much information as possible on the identified initiatives and to collect as many relevant opinions and points of view that could add value to the information gathered through desk research, the research team interviewed relevant stakeholders for each of the selected initiatives. However, even though the interviews made it possible to draft in-depth analysis reports and allowed the research team to better understand the case studies, getting in touch with additional stakeholders would have been desirable. Since information is often difficult to find, direct interactions with stakeholders can be the only way to access relevant and important information on activities performed, resources allocated, outcomes achieved, barriers encountered and lessons learnt. More efforts should go into making the results of these initiatives public, and data (e.g. on outcomes) should be more systematically collected. Another difficulty faced by the research team is the breadth of the research field and the limited resources available for developing case studies, which are a time and resource-consuming exercise per se. Indeed, developing 14 case studies covering 14 different countries has been a challenging exercise which only gives a snapshot on half the EU Member States. In order to obtain a more solid evidence base, greater coverage of the different services and geographical areas would be desirable. This would enhance the validity of the findings in the cross-case analysis. A continuation of this research should perhaps focus on a specific area such as employment or social inclusion. Further initiatives could be identified in that selected area through country studies, each of which would target a given number of initiatives. This could be effectively achieved by involving key informants in the selected countries.

Due to the ICTs potential for integration within social service provision, the future of welfare is a welfare characterized by a growing role of collaboration and partnerships between different sectors. This is something that will affect the direction of future research. Moreover, the spread of partnerships and inter-sectoral integration processes have also been recognised as part of a strategy in support of social policy innovation initiatives, and it could be interesting to explore these further, since they could offer the policy maker new organizational mechanisms in which data intelligence and business models effectively contribute to social change.

It is important to answer the question of whether social policy innovation strategies, especially those enabled by ICTs, can be embedded in the policy design and if so, how and under what conditions. In other words, it is important to deal with the question whether social policy innovation initiatives in general and ICT-enabled social innovation initiatives in particular be considered as part of the policymaker toolbox.

At the same time, it is also important to be aware that social policy innovation strategies will not be the panacea for all welfare state challenges, but rather one of the social protection layers of future welfare systems. In fact, according to the literature on the future of welfare systems, there are other measures that need to be considered, such as supplementary minimum income schemes and supplementary employment benefits schemes.

Nevertheless, social policy innovation initiatives, especially those in which ICTs play an important role, represent an important means of modernising social protection systems. ICTs need to be used as part of a broader strategy designed and led by the public sector which becomes an even more important actor, and will also take on the task of coordinating these multi-layered welfare systems.

Thus, we suggest that a broader inventory of effective social policy innovation initiatives should be compiled and researched. This would help us answer some of the questions that emerged from the IESI research and described in this report: 'how can the public sector, i.e. the Member States, pursue this ambitious task?', 'what kind of tools do Member States need to harness a multi-layer welfare system of this kind?', and especially, 'what type of knowledge do national and supranational policymakers need to deal with such an important and complex responsibility?'.

To address these and others questions, the JRC is considering establishing a permanent online observatory and knowledge platform to monitor and transfer innovative practices of social policy innovation. This platform will focus on social services delivery mechanisms and welfare governance models.

To support this process, further data collection and revision of the conceptual and analytical framework underpinning the IESI research are needed. This requires a broader unit of analysis, which can enrich the findings so far and gather and represent the main features of what the EU Commission has labelled 'social policy innovation'. This will also shape the future research that could become the backbone of a JRC 'Observatory on Social Policy Innovation'.

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List of web sites and repositories investigated:

Web sites related to social sciences, like: H-Net, Academia.edu, Social Science Space, Social Science Research, Social Science Statistics, Center for Philosophy of Natural and Social Science.

Repository libraries related to social sciences, like: Social Science Open Access Repository, Economic and Social Research Council, Social Sciences Health and Education Library, European Social Innovation Research.

Universities related to social sciences, like:

TU-Dortmund (<http://www.wiso.tu-dortmund.de/wiso/de/fakultaet/>); University of Helsinki (<https://tuhat.helsinki.fi/portal/en/publications/search.html>);

University of Glasgow (<http://eprints.gla.ac.uk/>), European University Institute (<http://cadmus.eui.eu/>), Humboldt Universität Berlin (<http://www2.hu-berlin.de/forschung/fdb/>).

Member States websites related to the Social Protection Systems.

World Health Organization web site.

London school of economics web site.

DG EMPL website.

EU Bookshop.

Website of Institutions that promote awards to worthy initiatives (i.e. European Public Sector Award - EPSA).

Professional human resources web sites like: www.hr.com, in which it is possible to find information focusing on major employment issues.

Database of the European Association Working for Carers: <http://eurocarers.org/> (<http://eurocarers.org/carict/index2.php?task=projects&order=name&dir=ASC&db=2&keyword=independent+living>).

The web and the blog spheres, by searching for basic expressions related to the topic of interest in traditional search engines (Google, Bing, etc.) and investigating targeted information gathering portals.

Other sources of information related to the topics of analysis, such as:

KPMG Professional Network and the Centre of Excellence.

Interaction with the Advisory Group.

The Annual Growth Survey 2015, edited by the European Community.

The Jointly Employment Report 2015, edited by the European Community.

List of abbreviations and definitions

JRC	Joint Research Centre
IPTS	Institute for Prospective Technological Studies
ICT	Information and Communication Technology
PSSGI	Personal Social Services of General Interest
SIP	Social Investment Package
SI	Social Innovation
DG EMPL	Directorate-General for Employment, Social Affairs and Inclusion
IESI	ICT enabled Social Innovation in support to the Implementation of the Social Investment Package
EU	European Union
SPC	Social Protection Committee
SPPM	Social Protection Performance Monitor
GDP	Gross Domestic Product
COM	
PSS	Personal Social Services
NGOs	Non-Governmental Organizations
COPD	Chronic obstructive pulmonary disease
CVD	Cardiovascular Disease
HF	Heart Failure
BEPA	
EPSA	European Public Sector Award
ERDF	European Regional Development Fund
ESF	European Social Fund

List of tables

Table 1: Implementation of policy reforms in European welfare systems	17
Table 2: Dimensions of one-stop shops	26
Table 3: Complementarities between Social Investment and Social Policy Innovation ...	32
Table 4: Selected Case Studies	33
Table 5: Social services addressed.....	35
Table 6: Cross-case analysis: evidence of impact on integration.....	52
Table 7: Contribution of the cases to the SIP objectives	55
Table 8: Initiatives in social security and employment.....	57
Table 9: Initiatives in social inclusion and participation.....	59
Table 10: Initiatives in active and healthy ageing	60

List of figures

Figure 1: Research Design.....	9
Figure 2: Multi-criteria methodology	13
Figure 3: Components of the IESI analytical framework	13
Figure 4: Analytical framework	14
Figure 5: The integration continuum.....	22
Figure 6: Key Enablers of Service Innovation	23
Figure 7: Waves of ICT adoption by governments	27
Figure 8: Geographical distribution	34
Figure 9: Distribution of cases across all Social Services	36
Figure 10: Distribution of the initiatives in the IESI Knowledge Map	36

Annex – Summary of Case Studies

A BOOK FOR A Roof (ABFR) ZAGREB CITY LIBRARIES	Country: Croatia Strength of Evidence: Moderate Scale: Local Enabler: Public Type of initiative: Service Target group: Unemployed people Target people reached: 400 Main PSSGI: Social inclusion/participation Started in: 2011																						
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Background	<p>Homelessness is seen as a new threat in most Croatian cities, as it was largely ignored by policy makers until the Social Welfare Act in 2012. Since then, several stakeholders – public and local government authorities, trade unions, employers and civil society organizations’ representatives – have been involved in the drafting of the "Strategy for Combating Poverty and Social Exclusion in Croatia (2014-2020)". One of the objectives in this strategy was to elaborate guidance on the necessary actions to improve care services for homeless.</p> <p>The Ministry of Social Policy and Youth has carried out a new plan - 'Consolidated Plan for the Care of the Homeless Persons during Extreme Winter Weather Conditions' - to implement specific actions that will allow a better provision of social services for homeless. The plan was the result of a multi-governance</p>																						

	collaboration between the national level, large towns, municipalities, homes for the elderly and the infirm, and homes for mentally ill adults. Its aim was to secure better data from the local authorities in order to plan effectively the availability of an adequate number of temporary structures as well as other services to help homeless people during the coldest months of the year.
Policy program supporting the initiative	Zagreb City Libraries (ZCL), a network of public libraries that serves Zagreb and Zagreb County, works with homeless people to increase their employability and build their self-image and confidence.□
Aim of the initiative	<p>The overall aim of "A Book for A Roof" was to help the network of ZCL to develop a set of activities that through the medium of ICTs could provide employability and build positive self-image and confidence into the homeless living in the city.</p> <p>Supporting homeless people to become more engaged and proactive in the labour market;</p> <p>Overcoming the prejudices and preconceptions about the homeless in libraries;</p> <p>Improving the life chances of homeless individuals;</p> <p>Building the self-image of one of the city's most complex socially excluded groups;</p> <p>Aiding homeless individuals to secure a future throughout investing on strong partnership.</p>
Financial Model	After the initial first year grant in 2011 provided by the Electronic Information for Libraries, the project survived thanks to the help of different partners such as other homeless shelters within the city, the Voluntary Centers, local authorities and stakeholders involved into the project after the positive achievements realized during the first years of activity. One of these stakeholders was the Zagreb City Council that in 2012 granted 10,000 Kunas (€1,300), to help evolving and expanding the main goals of this initiative.
Results	<p>Creation of a new network of public, private, and non-profit actors which for the first time actively helped each other to produce social inclusion for homeless.</p> <ul style="list-style-type: none"> • Raised awareness on the homelessness issue through conferences, workshops, and media coverage. • 22 homeless among the 63 who used ICT trainings during 2011/2012 found a job. • The library trained 17 volunteers to provide ICT and job-seeking training to the homeless.
Role of ICTs	<p>The "A Book for a Roof" initiative depends mainly on the use of ICT to accomplish its main goals.</p> <p>The role of ICTs in promoting social innovation is based on the empowering effect that enabling technologies have for the homeless. ICT courses include using the Internet to seek for employment, applying for jobs online and enhance homeless individuals' likelihood to (re)-engage with the job market. This is coupled with job application training, motivation and counseling, and takes place in the library, where homeless citizens feel more comfortable and safe.</p>
Lessons learned	<ul style="list-style-type: none"> • The initiative can be deemed sustainable because of its limited costs; however, as it relies on donations, constant dissemination/information activity is necessary to keep high social awareness around the issue of homelessness. • The need for resources and financial contributions from other library networks or municipalities can be a barrier to scaling up • Other parts of Croatia have started offering similar services.
Key Informants	Sanja Bunic, Project Manager, Zagreb City Libraries Danijel Vuga, House of Hope Shelter

CROSSROAD BANK FOR SOCIAL SECURITY (CBSS)	<u>Country:</u> Belgium <u>Strength of Evidence:</u> Moderate <u>Scale:</u> National <u>Enabler:</u> Public <u>Type of initiative:</u> System <u>Target group:</u> socially insured persons/companies <u>Target people reached:</u> 11,000,000 <u>Main PSSGI:</u> Social care / social assistance <u>Started in:</u> 2002																						
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Background	<p>More than two decades ago, the Belgian administration carried out an in depth analysis on the functioning of social security delivery processes showing that:</p> <ul style="list-style-type: none"> • The organization of the business processes of the social security institutions presented a lack of customer orientation and was not at all harmonized across the different social security institutions. • There was a lack of standardization in the paper forms used by each institution for collecting information from the customers. • There was no exchange of information across institutions with the consequence of a duplication of information. • The socially insured persons and their employers had themselves to look for their rights throughout the social security system and could not count on the automatic granting of all 																						

	<p>rights, on the basis of one declaration.</p> <p>To address the issues, 13 years ago, the Belgian social security institute started developing a coordinated information management program, generating "Crossroad Bank for Social Security". This allowed the creation of a permanent and inter-operable social security network among all 3,000 social security institutions in Belgium.</p>
Policy program supporting the initiative	Electronic data exchange between citizens and social security institutions.
Aim of the initiative	<p>The overall objective of "Crossroad Bank for Social Security" is to provide socially insured persons and companies with effective, efficient and user-focused services, which have a minimum level of administrative burden for citizens, companies and civil servants.</p> <ul style="list-style-type: none"> • The key objective of the back office was to re-organize all processes and relationships with each social security institutions and between all 3.000 social security institutions; • With regard to the front office, it was re-organized in order to deliver integrated electronic services to the target groups (socially insured persons, companies, intermediaries, etc.) in a personalized way, via an access method (e.g. application to application, file transfer, portal) chosen by the user.
Financial Model	<p>The annual cost of CBSS (its network and services as well as its 90 employees) equals to 17 million euro. The cost is financed by a withholding on the social security contribution paid by the employers, the employee and the self-employed before the distribution of these contributions to the social security sectors. There is no direct charge for the actors in the social security sector.</p>
Results	<ul style="list-style-type: none"> • Significant reduction of administrative burden for workers; thanks to CBSS, only 2 (out of 120) declarations have to be done directly by the individual. • Significant efficiency gains are recognized for CBSS in relation to total cost of delivery; • Still more important than the efficiency gains are probably the gains in terms of service effectiveness. • Contribution to the modernisation of the Social Protection system in terms of quality of services as well as the overall system's sustainability.
Role of ICTs	<p>CBSS is conceived as a brand new ICT architecture with 5 main distinctive characteristics:</p> <ul style="list-style-type: none"> • Information modelling. • Unique collection and re-use of information. • Management of information. • Electronic exchange of information. • Protection of information.
Lessons learned	<ul style="list-style-type: none"> • CBSS has already existed for already 25 years, which is itself evidence of sustainability. • CBSS fostered the development of a coherent legal framework; • CBSS has been asked to reuse the same model in the health sector, for pharmacies, practitioners, hospital care, etc. This same model was copied applied in other countries as well, especially after receiving the many awards given to CBSS such as the UN award in 2006. For example, Argentina copied the model. • Key success factor is the sufficient financial support made available for the implementation of CBSS.
Key Informants	Frank Robben, General manager of the Crossroads Bank for Social Security / National Office for Social Security, Belgium

EESTI.EE ESTONIA STATE PORTAL	<u>Country:</u> Estonia <u>Strength of Evidence:</u> Moderate <u>Scale:</u> National <u>Enabler:</u> Public <u>Type of initiative:</u> System <u>Target group:</u> General population <u>Target people reached:</u> 401,316 users <u>Main PSSGI:</u> Civic engagement <u>Started in:</u> 2003																						
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Background	<p>After gaining independence from the Soviet Union in 1991, Estonia - one of the smallest nations in Europe - was left with little public infrastructure and virtually no commercial activity. It needed to build high-functioning government services for its residents and the fledgling private sector. To address this need, Estonia's government invested proactively in technology to bring government services and citizens online. In 2003, the Estonian government launched the first version of its e-government portal (www.eesti.ee), which offered secure online access to a limited number of government services. Since then, the Estonian State Portal has developed and expanded significantly and today Estonia's 1.3 million residents can use electronic ID cards to log in to the eesti.ee portal to vote, pay taxes, claim unemployment benefits, register properties, and access more than 815 other public and private e-services. The portal is a gateway to public information and services; it is user-friendly and secure.</p>																						

Policy program supporting the initiative	Digital Agenda 2020 for Estonia/Online centralized public service information system to communicate with citizens.
Aim of the initiative	<p>The main objective of the state portal is to provide entrepreneurs with entry-level information on their obligations to the state and how they must fulfill them, as well as access to public services to the general public through a single window. The platform also allows the use of various registry services (commercial register, registry of economic activities, traffic register, etc.).</p> <p>The portal is constantly updated and improved with the addition of new sections or services.</p> <p>Ongoing initiatives are related to several aspects of citizens' and people lives, such as:</p> <ul style="list-style-type: none"> • the concept of e-residency (also for foreigners wishing to use Estonian e-services); • the possibility of establishing a company within an hour; • making bank transfers within seconds; • participating actively in the management of a company registered in Estonia; • submitting tax return requests.
Financial Model	EU structural funds.
Results	<ul style="list-style-type: none"> • The number of users of the platform has grown in the last years. • Currently, entrepreneurs and citizens of other 11 foreign countries can also be authenticated and use Estonian e-services. • The platform contributes extensively to the usability and ease of use of e-services, and thereby it helps to bring the government closer to people. Furthermore, it helps create awareness of the availability of e-services, as visitors discover new options while browsing it. • The initiative resulted in a more direct support of inclusive labour markets, self-employment, and job market Intermediaries, better targeting benefits and services and cost-effective social services meeting the needs of citizens. • Estonia's experience is also increasing transparency and addressing corruption, mismanagement, conflicts of interest or ethical issues thanks to the amount of information freely available.
Role of ICTs	<p>The role of ICT is fundamental: the system developed by the government in 2003, called X-Road, has been designed to be able to incorporate innovative applications, which has made it possible to constantly update it and enrich it with new tools.</p> <p>The system consists of a secure data-access platform connecting existing databases (both public and private) irrespective of their format: all the data remain separate and a list of FAQ is in fact the only data X-Road itself maintains.</p>
Lessons learned	<ul style="list-style-type: none"> • The sustainability of the initiative is associated not only to the will of policymakers, but also connected to an increased user satisfaction. • A number of national governments—including those of Belgium, Germany, Italy, and the Netherlands, as well as a handful of Middle Eastern countries—have launched or are planning to launch e-ID card programs.
Key Informants	Taimar Peterkop - General Director of the Estonian Informatics Centre

STRATEGY FOR DIGITAL WELFARE (SDW)	<p> <u>Country</u>: Denmark <u>Strength of Evidence</u>: Moderate <u>Scale</u>: National <u>Enabler</u>: Public <u>Type of initiative</u>: Policy <u>Target group</u>: General population / older people <u>Target people reached</u>: <u>Main PSSGI</u>: Social care <u>Started in</u>: 2013 </p>																						
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Background	<p>The Danish welfare system is based on a strong social citizenship and a guarantee for social rights in case citizens encounter social problems such as unemployment or sickness. As in other Scandinavian countries, social innovation in Denmark is more about supplementing (or improving) existing public sector-led initiatives, rather than substituting them. In this respect, the public sector is pivotal to determine the success or failure of social innovation, and for this reason since 2008 the Danish government recognized the use of ICTs as an opportunity to reform its welfare system, thus giving more emphasis to the digital delivery of welfare services.</p>																						
Policy program supporting the initiative	<p>Digital Solutions for health, education, and social services ensuring effective provision of public sector services.</p>																						

Aim of the initiative	<p>The aim of the strategy is to accelerate the use of ICT and welfare technology in frontline public service delivery, in order to achieve both a more cohesive welfare system and greater integration across public administrations. It consists of a series of initiatives such as:</p> <ul style="list-style-type: none"> • The "dissemination of telemedicine throughout Denmark" which aims to provide citizens with high quality and coherent patient care; • The "welfare technology in nursing and care" which aims to embed digital technologies in the rehabilitation pathway. • The "new digital paths in case processing" whose aim is to improve the use of the municipal electronic health records across various sectors of the health care system as well as across municipal services areas. • The "preconditions for digital welfare" which aims at guaranteeing better clarity and flexibility in the tendering process.
Financial Model	<p>Central financial model for the core costs, but not for the local implementation costs. The granting of economic support was conditional on providing a solid and thorough project assessment of the results and efficiency gains for the participating institutions. Some funding has come from the Danish Public Welfare Technology Foundation.</p>
Results	<ul style="list-style-type: none"> • New possibilities for citizens to get more actively involved in the welfare services provision. • Empowerment of many elderly people to live more autonomously and with greater quality. • Significant efficiency gains are recognized for the overall welfare system in relation to total cost of delivery. For instance, approximately 5.9 million euro for the municipal home care service; of 37.5 million euro over a 5 year period for digital rehabilitation. • The use of a unique eID even when mobile devices are used, together with a digital data sharing system will help in reducing control time and its inaccuracy/fallacies. • Contribution to the modernisation of the health care system, promoting an approach innovation-oriented.
Role of ICTs	<p>Through the use of ICTs the Danish healthcare system aims at increasing home care and thus reducing hospital care. Telemedicine is also expected to help prevent acute deterioration in the condition of patients and reduce the number of admissions. ICTs solutions such as MedCom messages ensure effective and rapid coordination when sharing information such as discharge letters, prescriptions and referrals.</p>
Lessons learned	<ul style="list-style-type: none"> • A well-functioning broadband and an adequate access to it should be considered as a precondition for deploying digital welfare solutions. • Since SDW helps the welfare system with better budgeting, administrative processes and reduction of financial costs, it ensures a greater sustainability of the system. • Out of the 25 initiatives, 7 are planning to become developed at a national level. • However, SDW hasn't had the spillover yet between the different initiatives.
Key Informants	<p>Susanne Duus – Team leader of the Agency for Digitalization of the Ministry of Finance</p>

DIGITALIZATION OF SERVICES IN INPS	<p><u>Country</u>: Italy</p> <p><u>Strength of Evidence</u>: Moderate</p> <p><u>Scale</u>: National</p> <p><u>Enabler</u>: Public</p> <p><u>Type of initiative</u>: System</p> <p><u>Target group</u>: General population/older people</p> <p><u>Target people reached</u>: 16 Million</p> <p><u>Main PSSGI</u>: Social inclusion/participation</p> <p><u>Started in</u>: 2009</p>																						
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Background	<p>INPS is the largest social security and welfare institute in Italy and one of the most important in Europe, with a significant cash flow (about 800 billion/year) and one of the largest portfolio of employment and welfare services delivery.</p> <p>Since 2012 an important integration process with respect to pension schemes and social security has been undertaken and its result is that all the major Italian social security institutions are currently merged into INPS, following a "client pathway" approach.</p> <p>Through the 75/2010 ("Extension and expansion of telematics services offered by INPS to the citizens") and the 169/2010 ("Full digitalisation of the submission process of benefits requests") internal notes, INPS started a gradual and complex process of digitalization based on a multi-channel system for delivering services by using IT exclusively.</p>																						

Policy program supporting the initiative	Digitalization and automation of the relationship between the Public Administration and citizens in reducing digital divide and improving the accessibility of services.
Aim of the initiative	<p>Thus the expected results of the initiative "Digitalization of services in INPS" were:</p> <ul style="list-style-type: none"> • Improved efficiency of the internal production processes through the automation of some phases of the investigation, leading to a great savings of resources. • Improved quality of work of staff currently engaged in data-entry activities. • Reduced time needed to submit applications, with benefits for both citizens and the Institute. • Increased service quality through the improvement of the data quality due to the digitalization of the information (thanks to quality and formal controls of the information directly when inserted). • Decreased costs of services, arising from the potential savings on paper communication towards citizens.
Financial Model	Public service funding: Government, Regional, Local Authorities, non-profit public entities, etc.
Results	<p>The digitalisation and automation of the service delivery model brought about a great innovation of the overall Italian social security systems and facilitated the access to INPS services for every citizen.</p> <ul style="list-style-type: none"> • Modernisation of the Social protection system allowed not only efficiency gains, but also new and more effective monitoring processes. • Massive increase in usage of the online services. Increase in of user awareness on the services offered and certainty of their expected benefits and acquired rights. • More standardize service model with respect to quality level, thus addressing regional (North/South) inequality of service.
Lessons learned	<ul style="list-style-type: none"> • The next 3 years will see the implementation of a comprehensive framework of measures to upgrade the services offered by the Institute. • The deployment of ICTs in the INPS reform has been considered by many stakeholders a great success and a best practice to be scaled up and replicated. Indeed, • INPS is the leader of an international consortium "EU-China social protection reform project" and will assist the Chinese government in modernising its social security system.
Role of ICTs	<p>Reengineering of the service delivery method possible by the use of ICTs, which allowed access to services/products without mediation by local offices.</p> <p>ICTs played a crucial role for the success of the initiative, since multi-channel, digitization, dematerialization and offshoring, were achievable only through ICT innovation.</p> <p>Today all types of INPS' services are available online and payable through multi-channels.</p>
Key Informants	<p>Antonio De Luca, Central Director of the Research and Study Central Directorate of INPS.</p> <p>Ettore Fusco, Deputy Central Director of the Research and Study Central Directorate of INPS.</p> <p>Patrizia Maria Ester D'Andrea and Francesca Arbitrio, team leaders within the Planning and Control Central Directorate of INPS.</p>

EXPRESS TRAIN TO EMPLOYMENT (ExTE) Welfare to Work programme	<u>Country:</u> Poland <u>Strength of Evidence:</u> Moderate <u>Scale:</u> Local <u>Enabler:</u> Public <u>Type of initiative:</u> System <u>Target group:</u> Unemployed <u>Target people reached:</u> 1,000 <u>Main PSSGI:</u> Employment <u>Started in:</u> 2012																						
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Background	<p>The Welfare to Work (W2W) programme was introduced in Poland as a follow-up to the recent Labour Act reform to deal with a stagnating labour force participation and a fairly high government deficit (3.3% in 2014, up from the 2.8% target of 2015).</p> <p>The Polish Government was under pressure to introduce innovative welfare provisions, which could combine a social system approach traditionally more open to public-private partnership and an innovative use of information management for services' organization which could maximize efficiency of the system. The W2W programme, together with innovative data modelling, constitutes the bulk of the "Express Train to Employment" (ExTE) pilot project, which aimed to improve the engagement and activation of long-term unemployed people in the region of Malopolska. Conditional to its success, the initiative was then to be scaled up and extended to other regions first and the rest of the country later.</p>																						

Policy program supporting the initiative	Labour Act Reform addressing the problem of long-term unemployment in the Krakow Region.
Aim of the initiative	<p>The main objective of the "ExTE" project was to enhance the mechanisms to help reducing the levels of unemployment rates. Under this overarching goal, the specific objectives were:</p> <ul style="list-style-type: none"> • Achieving sustainable employment for at least 35% of the participants; • Raising the employability of participants in the project; • Disseminating information about services offered to those unemployed; • Establishing partnerships, following the British model (W2W), in order to identify and develop synergies and effective solutions that could then be scaled-up nationally. <p>Results-based financing was one of the main mechanisms used to compensate operators and stakeholders involved; in addition, "ExTE" saw the inclusion of non-public agents that could offer a variety of knowledge and additional resources.</p>
Financial Model	The initiative, driven by a public- private partnership, is implemented with the support of the European Social Fund. The service model that was used in this initiative is based on the exploitation of the ability of the private sector to find jobs for the long-term unemployed.
Results	<p>The pilot program in the region of Krakow reached significant results, "both in terms of securing employment for participants and uncovering jobs that had not been publicly advertised".</p> <ul style="list-style-type: none"> • About 66% of registered users found a job within the first 6 month of participation compared to only 20% of individuals in the control group. • More than half of the participants (52%) had at least one job offer vs. only 30% workers in the control group. • The project was more successful in matching individuals' skills and competences with jobs. • Updated model of outsourcing employment services through non-public providers. • A framework of legislative recommendations was produced as results of the model proposed within the initiative, with the aim to be included in the Labour Act. • The Ministry of Labour and Social Policy introduced a series of amendments in the regulations of the labour market, including a new system of profiling the unemployed.
Role of ICTs	<p>ICTs supported and facilitated existing processes, contributing to improve the organisational mechanisms of employment service provisions through:</p> <ul style="list-style-type: none"> • The creation of a new data model to facilitate matching between demand and supply of workforce. • The creation of databases enabling a coordinated planning of activities.
Lessons learned	<ul style="list-style-type: none"> • The government is planning to replicate the initiative in other regions of the country; • The transferability of the model is demonstrated by the fact that the W2W initiatives are already implemented in Britain, Australia and the Netherlands. • More needs to be done to ensure that participants stay in employment for longer, for instance by providing additional training and education.
Key Informants	A.Martynuska, Director, Regional Labour Office in Krakow

LITTLE BIRD	<u>Country:</u> Germany <u>Strength of Evidence:</u> Moderate <u>Scale:</u> National <u>Enabler:</u> Public-private partnership <u>Type of initiative:</u> Service <u>Target group:</u> Children, mothers, families <u>Target people reached:</u> 5,000 kindergartens <u>Main PSSGI:</u> Childcare <u>Started in:</u> 2009	
Key dimensions of IESI conceptual framework	Typologies of ICT-enabled innovation potential	Elements of social innovation
	<i>Technical/incremental innovation</i>	<i>Needs-driven/outcomes-oriented production</i> ✓
	<i>Sustained/organisational innovation</i> ✓	<i>Open process of co-creation/collaborative innovation networks</i> ✓
	<i>Disruptive/transformational innovation</i>	<i>Fundamental change in the relationships between stakeholders</i>
	<i>Radical/transformational innovation</i>	<i>Public value allocation and/or re-allocation</i> ✓
	Levels of governance of service integration	Types of services integration
	<i>Isolated</i>	<i>Funding</i>
	<i>Intra-governmental integration</i>	<i>Administrative</i> ✓
	<i>Inter-governmental integration</i>	<i>Organisational</i>
	<i>Inter-sectoral integration</i> ✓	<i>Service delivery</i> ✓
	<i>Pervasive</i>	
Background	<p>Similarly to many EU countries, Germany incrementally increased its focus on family-friendly policies to promote gender equality and increase female participation in the labour market, by fostering family friendly policies, such as extended maternity and paternity leave. Despite recent progress, however, Germany still lags behind countries, such as France, Denmark or Sweden, which offer a vast range of childcare initiatives, and spend a higher proportion of family benefits on services. Indeed, childcare provision in Germany is still hindered by three main issues: gender inequality in the number of hours of care provided; high cost of childcare services; and shortage of qualified childcare staff.</p> <p>The Little Bird initiative, commissioned by the government and implemented by private partners, was born to address the management of available resources regarding childcare services. It allows the effective and efficient administration of childcare places for parents, providers and public administrations.</p>	

Policy program supporting the initiative	Child care service delivery- providing parents with support in the kindergarten selection and location process.
Aim of the initiative	<p>The main objective of Little Bird was to facilitate equal access to infant education to all children through an interactive process that maps out the entire range of administration functions for the allocation of childcare services.</p> <p>Its aim was to provide a safe and convenient solution in the region in which it would operate, across the boundaries of municipalities, in the search, allocation, and administration of childcare services.</p> <p>In terms of social innovation, Little Bird aims to meet the needs of families, government, public and private providers by monitoring and allocating in a transparent way the kindergarten places of children. In terms of ICT innovation, Little Bird is a sustained and organizational ICT- enabled social innovation, which improves organizational and administrative processes of the kindergarten's place allocation. Providers can plan and monitor their resources on demand; families get an overview of all childcare services (privately and publicly owned) and the available vacancies for child care services.</p>
Financial Model	Public-Private Partnership co-financed by the Investitionbank Berlin as well as by the European Regional Development Fund (ERDF).
Results	<p>The platform provides comprehensive information about institutions, childcare facilities, and vacancies, and provides the necessary transparency to all parts involved.</p> <p>It delivered benefits both for the parents and for the municipalities through:</p> <ul style="list-style-type: none"> • Optimization of the internal administrative processes; • Highly customized childcare services meeting citizens' requirements; • Reduced response time to the users between application and final outcome; • Increased cost-effectiveness; • More productive administrative staff; • Better quality of childcare services provided.
Role of ICTs	<p>Little Bird is Germany's first eGovernment solution with an interactive process mapping out the entire range of administration functions for allocation of childcare services.</p> <p>Through the use of a web application, Little Bird centralizes the challenging and tedious process of searching and applying for available local childcare, and decentralizes the childcare allocation process throughout:</p> <ul style="list-style-type: none"> • ICTs help optimizing the search, registration, and allocation process, while at the same time generating more transparency and better services.
Lessons learned	<ul style="list-style-type: none"> • Little Bird is an innovative example of a public service opening up to the private sector, primarily through the use of a web application. • Since the solution is only a software product, its model can be easily replicated in other contexts. All components in the installation are highly modular, therefore, highly customizable to any local requirement. • As far as scalability is concerned, Little Bird is currently implemented in 60 German municipalities and will be integrated in other 25 administrations.
Key Informants	Bernd Klosterkemper, Investment Director, Ananda Ventures

PUBLIC EMPLOYMENT SERVICE - PES	<u>Country:</u> Netherlands <u>Strength of Evidence:</u> Moderate <u>Scale:</u> National <u>Enabler:</u> Public <u>Type of initiative:</u> Service <u>Target group:</u> Unemployed (mainly with disabilities) <u>Target people reached:</u> 28.5 million visitors in 2013 <u>Main PSSGI:</u> Employment <u>Started in:</u> 2012																						
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Background	<p>The Dutch Public Employment Service is part of the UWV (Employee Insurance Agency) and has as a main objective helping people to find jobs and re-integrate in society through matching supply of work and demand of labour. The modernization of the Public Employment Service (PES) in the Netherlands involved the introduction and the optimization of an online environment (Intranet), which can be used by all employees and managers of UWV WERKbedrijf, without any password requirements. This management tool is the "Mijn Informatie Portaal".</p> <p>PES recognizes the pivotal need to optimize performance in the area of employment, reintegration, temporary income and data management and participation of people in work and society.</p>																						
Policy program supporting the	<p>Employee Insurance Implementation Institution is the public institution that implements unemployment insurance benefits, sickness benefits, employment services to the insured people.</p>																						

initiative	
Aim of the initiative	<p>PES' objectives are set in accordance with the government, along with annual agreements and in cooperation with labour market partners like municipalities, employers and temporary employment agencies.</p> <p>The core aim is to facilitate the match between supply and demand in the labour market and to support as high a number of citizens as possible to find employment and reintegrate with society. The new 2010 Dutch Government established that the new policy on public employment services was going to:</p> <ul style="list-style-type: none"> • Empower citizens and employers in the labour market, • Reduce face to face interaction to 10% of the clients, • Reform the PES so that 90% of the services will be delivered using digital means and interaction.
Financial Model	Publicly funded.
Results	<p>Customer satisfaction surveys, bulletin boards (an online interactive customer panel) and research into usability prove that the appreciation of the online employment services is steadily increasing.</p> <p>The modernisation process has resulted in increased efficiency and accountability at all levels of the PES and in improved outcomes for jobseekers.</p> <ul style="list-style-type: none"> • PES exceeded the target for 2013 in terms of the percentage (90%) of people claiming benefits through the online platform, reaching 95% of the those who use www.werk.nl for unemployment benefits. • One of the key points of the modernization brought by PES is the accelerated development of the online werk.nl service for job seekers.
Role of ICTs	<p>The initiative contributed significantly to increasing the efficiency and reliability of data flows.</p> <p>Data are available on national, regional, sub-regional ('office') and individual employee level. Every week new data are added. Most data are cumulative. The technique being used is 'Online Analytical Processing' (OLAP). This technique makes it possible to generate and construct user defined tables with a web-based tool.</p> <ul style="list-style-type: none"> • Thanks to the support of ITC tools and the electronic submission and centralization of data, the PES' initiative also played a key role in uncovering 65,500 violations of the workforce obligations and upon 97,400 cases.
Lessons learned	<ul style="list-style-type: none"> • The automation of the process and the higher digitization of services have made the delivery system financially and socially sustainable. • Customer satisfaction surveys, bulletin boards (an online interactive customer panel) and research into usability prove that the appreciation of the online employment services is steadily increasing. • Despite the rise of unemployment and the transition to online services, PES was able to stay within their own budget being their regular operating costs 8.5% lower than what was budgeted for 2013.
Key Informants	Ronald Van Bekkum, UWV, Dutch PES

PÔLE EMPLOI "100% WEB"	<u>Country:</u> France <u>Strength of Evidence:</u> Moderate <u>Scale:</u> National <u>Enabler:</u> Public <u>Type of initiative:</u> Service <u>Target group:</u> Unemployed people <u>Target people reached:</u> 6.3 million subscribers <u>Main PSSGI:</u> Employment <u>Started in:</u> 2012																						
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Background	<p>According to the National Reform Program (2014), the national 2020 Target for the Reduction of Poverty and Social Exclusion is to "reduce the number of people at risk of poverty or social exclusion by 1,900,000 (baseline year: 2007)".</p> <p>However, the economic downturn has prevented the achievement of this target, due to rising unemployment rates (up to 10.2% in 2016, well above its 2008 value of 7.4%).</p> <p>The French Public Employment Service, Pôle Emploi, launched a '100% Web' initiative to provide free e-support services to jobseekers across France to boost employability and employment. The initiative addresses policy goals in the fields of modernizing social protection systems, and implementing active inclusion strategies.</p> <p>The "100% Web" initiative is part of the "guided" tutoring provided by Pôle Emploi in order to better meet the needs of jobseekers, personalized employment support services. The</p>																						

	tutoring is based on the regular support in the job search, by physical, telephone conversations or e-mail for those who need regular support. The 100% Web services was offered in 35 branches in 24 regions before its gradual implementation throughout the country, in March 2015.
Policy program supporting the initiative	Pôle emploi Strategic Plan 2020 "Ensemble Innovons pour l'Emploi".
Aim of the initiative	<p>In 2013, Pôle emploi launched a targeted "100% Web" initiative, to provide free e-services for jobseekers considered to be quite close to the labour market, but in need of support in France. "100% Web" is embedded in a long-term public strategy of Pôle Emploi revolving around four areas:</p> <ul style="list-style-type: none"> • Reinforcing counseling services in order to improve access to job vacancies. • Engaging with employers through advisors who inform them about the services provided by the public sector and external private providers. • Improving the quality of services provided to both job seekers and employers, by enhancing physical facilities, transparency in processes, digital access, and access in rural areas. • Making Pôle Emploi closer to local needs and realities, working with the State, regions, and social sector partners.
Financial Model	The initiative 100% Web is funded by internal resources of Pôle emploi. Pôle Emploi's annual budget, funding for interventions and operation and investments were provided by a government contribution of UNEDIC where appropriate grants from local authorities, public bodies and any other income were authorized by regulations.
Results	<ul style="list-style-type: none"> • The service has improved beneficiaries' digital skills and increased employment opportunities, helping to fight digital exclusion, reducing social isolation, and supporting social interaction. • Positive effect on youth inclusion and in the inclusion of traditionally marginalized populations (in particular those living in rural, remote or isolated areas) where the initiative aims at improving the access and the quality of services provided to both job seekers and employers.
Role of ICTs	<ul style="list-style-type: none"> • Pôle Emploi's web solution is a disruptive, transformative innovation, using ICT in the form of an integrated web-based to deliver education, training, job searching, networking, and support services for jobseekers and employers in France. • The ICTs tools contribute to an open process of co-creation of employment and employability e-services, based on the interaction between jobseekers and counselors, thus enabling the effective collaboration with the potential employees, employers, businesses, in order to jointly develop, implement, and adopt employment and employability e-services.
Lessons learned	<ul style="list-style-type: none"> • The 100% Web service was offered in 35 branches in 24 regions before its gradual implementation throughout the country, in March 2015. The future goal is to develop the initiative in a more comprehensive, trying to broaden the audience to which it is addressed • The transferability of the initiative is guaranteed by the fact that the digitization strategy of the measures proposed is not associated to French specificities.
Key Informants	Anne-Leone Campanella and Jean-Philippe Spector, Pôle emploi

BADALONA SERVEIS ASSISTENCIALS – BSA	<u>Country:</u> Spain <u>Strength of Evidence:</u> Strong <u>Scale:</u> Local <u>Enabler:</u> Public <u>Type of initiative:</u> Service <u>Target group:</u> Older people, people with disabilities <u>Target people reached:</u> 2015,000 people <u>Main PSSGI:</u> Integrated health- and social care <u>Started in:</u> 2000																						
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Background	<p>The ageing population and the sustainability of the Catalanian National Public Health System, linked to the Social Service System are some of the factors that motivated the BSA initiative. In 2000, the local government of Badalona in Catalonia decided to merge health and social care provisions into a single organization to improve the efficiency and quality of care provision. This, at the time, unprecedented endeavour of fully integrating under a single governance structure and into a single organization the provision of health and social care – from administrative, service delivery and clinical perspective – faced very serious challenges, but gradually the Badalona Serveis Assistencials (BSA) accomplished that.</p> <p>Today, it is operational on the full scale and funded entirely by public money; it has about 1,200 employees who provide integrated health and social care, and manages home care for the inhabitants of the City of Badalona, roughly 215 thousand people.</p>																						

Policy program supporting the initiative	Integration of social and healthcare policy
Aim of the initiative	<p>The main aim of the initiative was to improving efficiency and quality of care provision, while at the same time better addressing unmet needs, and overall ensuring continuity of care, by eliminating overlapping and duplication in services.</p> <p>The integration of health and social care would also:</p> <ul style="list-style-type: none"> • Be organised around the person and provided by a team of multi-disciplinary professionals. • Generate a better coordinated more efficient and simplified governance at the City council.
Financial Model	BSA is an integrated private care organisation, entirely funded by public capital. Public Insurance pays for health services, while the municipality budget covers social care.
Results	<p>The initiative contributed to the following improvements:</p> <ul style="list-style-type: none"> • better coordination between the different levels of care; • better communication and information flows among BSA providers and other third parties providers in and around Badalona; • improvements in the organisational and decision making processes; • a portfolio of innovative services, including telemonitoring and telecare services; • a higher level of quality of care with greater control and better results for the population; • more efficient care delivery and the modernisation and improvement of services; • early discharge from hospitals; reduced workload for the staff; reduced care costs for the city council.
Role of ICTs	<p>Operationally the ICT-solutions made it possible to:</p> <ul style="list-style-type: none"> • merge the organisations; • harmonise processes, needs assessment protocols and care provision; • interlink the databases; and • plan, track and evaluate the operations of the new entity providing integrated care. <p>Nevertheless, planning, creating, launching and operating the harmonised approach were a gradual process.</p>
Lessons learned	<ul style="list-style-type: none"> • The sustainability and scalability of the initiative can be better ensured by the structured involvement of third sector providers such as volunteer organisations, NGOs, patient associations, etc. Such stakeholders can help in filling the gap arising from the lack of public investments, and play a crucial role in providing the right cultural environment. • The initiative is likely to be scalable and transferable, since it has been designed taking this dimension into consideration from the very beginning. However, they may be funding issues. In addition, there are some legacy systems that are unique there, but overall, others can learn from their experiences. • In order to pursue feasible and reliable innovation patters, it is crucial to identify appropriate partners to cooperate with. For instance, European funded projects are a great environment to meet relevant and committed partners.
Key Informants	Jordi Piera - CIO and R&D&I Officer at BSA.

ACTION (ASSISTING CARERS USING TELEMATICS INTERVENTIONS TO MEET OLDER PEOPLE'S NEEDS)	<u>Country:</u> Sweden <u>Strength of Evidence:</u> Strong <u>Scale:</u> Local <u>Enabler:</u> Public / Private <u>Type of initiative:</u> Service <u>Target group:</u> Older people <u>Target people reached:</u> <u>Main PSSGI:</u> Independent living <u>Started in:</u> 1997																						
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Background	<p>Swedish welfare for older people involves three levels of government:</p> <ul style="list-style-type: none"> • National level: policy priorities and directives are discussed and passed; • Regional level: county councils are responsible for providing healthcare; • Local level: municipalities are responsible for providing the bulk of social services and housing needs for older people. <p>Care for the elderly is characterized by the key role played by local authorities, which decide on how best to organize the provision. Private care services accounted for 24% of all elderly people getting home help in 2013, however, privatization of the health care services in Swedish municipalities has steadily increased.</p> <p>In Sweden, community care policy is based on the principle of "ageing in place", which assumes that the majority of older people</p>																						

	would prefer to remain in their own homes. ICT services can help to improve the flexibility of caregiver support, as well as the quality of life of older family carers, by easing their burden, helping them to stay healthier and improving the quality of the care they provide.
Policy program supporting the initiative	ACTION is a knowledge based initiative supporting elderly people and carers and social Inclusion.
Aim of the initiative	<p>ACTION was an EU-funded research and development technology project that aimed to help informal carers to meet older people's needs by using Telematics (ACTION) (1997–2000). The overall objective of ACTION is to act as a support system. It has four main integrated components:</p> <ul style="list-style-type: none"> • Multi-media educational programmes based on the needs of carers and older people; • ACTION station. A personal computer with Internet connection used to make oral and visual contact with the families of other participants and care practitioners. • ACTION call centre. It is used to maintain regular contact with families to ensure that care for the older person is satisfactorily managed. • Education and supervision. Families take part in an initial education programme, which teaches them how to use the ICT-based service. The call centre staff runs small group education sessions, which enable participants to get acquainted with each other and subsequently initiate videophone contact.
Financial Model	This service was initially funded through the Fourth Framework Programme (1997-2000), and was coordinated by the University of Borås. Since 2000, research, development and evaluation have been funded by different grants and the municipalities finance the service by buying it from ACTION.
Results	<p>The benefits of the initiative have been demonstrated by a number of studies:</p> <ul style="list-style-type: none"> • Both the older people and their family carers said their everyday quality of life was enhanced. They became less isolated and more socially included. • Informal carers were also more independent in their tasks and responsibility, they felt more competent, and they reported better health and lower stress levels. • The service had the effect of decreasing healthcare costs while maintaining a high standard of service, and boosting the sustainability of the health and social care systems. Cost savings estimated at €23,256 per family.
Role of ICTs	<ul style="list-style-type: none"> • ACTION's capacity of effectively using ICT-enabled social innovation has produced significant changes in the carers' lives by helping to reduce their work-load and their responsibilities for the older person. • It has increased the monitoring and counselling provided to the family carers by professional carers. • It has also increased self-management and empowered the users through specifically designed online courses and by sharing information on caring best practices in real time. These services are readily accessible by family carers from home.
Lessons learned	<ul style="list-style-type: none"> • In 2004, ACTION became a mainstream service in the Borås municipality; in 2012, 25 other municipalities tested the system but did not implement it because they lacked resources. • The ACTION project has a high level of standardization and can be easily implemented by other Member States.
Key Informants	Lennart Magnusson - Director of Swedish family care center

SOUTH KARELIA DISTRICT OF SOCIAL AND HEALTH SERVICES (EKSOTE)	<u>Country:</u> Finland <u>Strength of Evidence:</u> Weak <u>Scale:</u> Regional <u>Enabler:</u> Public <u>Type of initiative:</u> System <u>Target group:</u> Older people (aged 75+) / carers <u>Target people reached:</u> 31,000 <u>Main PSSGI:</u> Integrated Health and Social Care <u>Started in:</u> 2010																						
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Background	<p>Before the EKSOTE programme started operating in 1996, hospitals in the region were significantly overloaded. This had a negative impact on the quality of the service provided, particularly for disabled and elderly people whose access to follow-up care was badly managed. The previous governance system of social care provision was plagued with recurrent delays and coordination issues.</p> <p>The Finnish health care system is structured around municipality-based units, which have assumed responsibility for primary care, and region-based units, which absorb other functions related to health care organization and coordination with the national level. In 1997, the AQP (AssessQualify-Place) operations units centralized patient follow-up care in order to speed up the process of allocating this type of care to patients who had been discharged from the central hospital. In 2010, EKSOTE started to manage all the social and health care services in nine municipalities. With the</p>																						

	<p>implementation of EKSOTE, the traditional division between primary and secondary care structures disappeared (at least in the EKSOTE municipalities).</p> <p>As compared to traditional ways of delivering social security services, EKSOTE places a higher priority on assessing service needs and providing advisory and instructional services in alternative forms. For example, it has put in place a mobile and internet health service network (an ICT-enabled social innovation).</p>
Policy program supporting the initiative	Finnish country wide ICT policy, also related to the European Digital Agenda.
Aim of the initiative	<p>The objective of EKSOTE was to improve the coordination among social service providers and improve the quality of service.</p> <p>It also aimed to provide equal access to social and health care services to all citizens in the region it operates in, across the boundaries of municipalities, by developing an integrated care process.</p>
Financial Model	Public funding. By spending on rehabilitation and preventive action South Karelia has been able to achieve better cost effectiveness.
Results	<p>The improved integration and coordination of social services provision has brought the following benefits:</p> <ul style="list-style-type: none"> • improvement of access and take-up; • simplification of administration; • better targeted and personalised services; • cost-effectiveness of social services which meet the needs of citizens.
Role of ICTs	<p>EKSOTE implemented a process of digitalization in the South Karelia Region starting from 2010.</p> <ul style="list-style-type: none"> • Thanks to its innovative use of a centralized placement service (AssessQualify-Place, or AQP), it has contributed to better targeted, more appropriate, and personalized quality service. • In addition to AQP, another fundamental feature of EKSOTE is the creation of the Business Intelligence Model (BIM) Data for BIM are collected from several sources and can be used to predict demand, service planning, user analysis and the calculation of indicators. • The EKSOTE BIM plays an important role for the management system in social and health care system, as it allows the common and regional indicators to combine the user groups and measure the usage of services, and especially to report and analyse the data classified in a new way.
Lessons learned	<ul style="list-style-type: none"> • The initiative has been considered a best practice and the government; the piloting system takes advantage of components that are already in use in most social and healthcare sector organizations and does not require major hardware or software investments or any changes to the overall system architecture. • EKSOTE has been promoted by the Finnish government, which is trying to scale out the initiative to a nationwide level. In this respect, many municipalities are visiting EKSOTE office so as to study the initiative and replicate it within their territories. • The methodology underpinning the initiative shows a high degree of transferability of the experience to other European contexts.
Key Informants	Merja Tepponen - Chief Development Officer of Health and Social care Department

PATHWAY ACCOMMODATION AND SUPPORT SYSTEM (PASS)	<u>Country:</u> Ireland <u>Strength of Evidence:</u> Moderate <u>Scale:</u> Regional <u>Enabler:</u> Public <u>Type of initiative:</u> Service <u>Target group:</u> Homeless <u>Target people reached:</u> <u>Main PSSGI:</u> Social housing <u>Started in:</u> 2011																						
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Background	<p>Homelessness is a complex social problem and there is no simple solution. The primary need of homeless people is appropriate long-term housing. In conjunction with this need for housing, many homeless people also have physical health, mental health, addiction and/or other support needs that must be addressed in order for them to be able to stop being homeless.</p> <p>In Ireland, the health services and local authorities share responsibility for the provision of shelter, support and housing for homeless people.</p> <p>The Housing (Miscellaneous Provisions) Act 2009 addresses the needs of homeless citizens in Ireland and outlines a statutory obligation for local authorities to have an action plan and to set up a Homelessness Consultative Forum and a Statutory Management Group.</p> <p>The Dublin Region Homeless Executive (DRHE) has overall responsibility for the planning, development and coordination of</p>																						

	homeless and related housing and support services in the Dublin region and is responsible for the statutory funding across the spectrum of services that comprise the <i>Pathway to Home</i> model of service.
Policy program supporting the initiative	National Homeless Strategy, The Way Home
Aim of the initiative	<p>PASS is a client management system for homeless service users that also aims to provide to the public authorities and other stakeholders involved statistical information on homelessness and use of related services, in order to:</p> <ul style="list-style-type: none"> • monitor the effectiveness of the strategy; • identify emerging trends related to homelessness; • monitor and improve service delivery, helping the agencies to work together to provide a continuum of care and integrate service delivery; • plan the development of future services.
Financial Model	<p>The PASS System is financed by DRHE resources from two main sources:</p> <p>i) Section 10 funding from Central Government (DECLG) to local authorities under the 1998 Housing Act combined with a contribution (at 10%) of funding directly from each local authority's revenue streams, and</p> <p>ii) the Health Service Executive - a central funder of homeless services, in addition to its own direct service provision of care and support programmes.</p>
Results	<ul style="list-style-type: none"> • PASS has allowed DRHE to increase efficiency of bed occupancy to a rate of 99% of capacity, by sharing information between all the agencies that support homeless people. • DRHE's initial target to create 700 tenancies in 2014 was exceeded, and 792 tenancies were created. • According to the Homeless Authority of Dublin, the PASS platform can effectively support the decision-making process on capital investment in housing provision. • Access to real-time data has allowed authorities and other stakeholders providing services to the homeless to deliver higher quality services; to respond effectively to the target users' needs; and to optimize financial and human resources.
Role of ICTs	<p>ICT-enabled social innovation has produced substantial improvements in the sustainability and cost effectiveness of the social service delivery models. It has played a dual role:</p> <ul style="list-style-type: none"> • As an enabling factor, as it facilitates a better cost-effective partnership between all public and private stakeholders involved in the process of delivering social housing services. • As a "game-changer" access to real-time data helps all actors involved (public and private) to understand, analyse and respond in a qualitatively better and more cost-efficient way.
Lessons learned	<ul style="list-style-type: none"> • In terms of scalability, PASS will be developed to become a new 'cloud' technological computing system. • Further development of a specific data strategy is needed in order to ensure the success of this initiative at national level.
Key Informants	Dáithí Downey, Deputy Director, Head of Policy and Service Delivery, Dublin Region Homeless Executive, Ireland

TELECARE DEVELOPMENT PROGRAMME IN SCOTLAND (TDP)	<u>Country:</u> United Kingdom (Scotland) <u>Strength of Evidence:</u> Strong <u>Scale:</u> Regional (National) <u>Enabler:</u> Public <u>Type of initiative:</u> Policy <u>Target group:</u> Older people <u>Target people reached:</u> 45,000 <u>Main PSSGI:</u> Independent living <u>Started in:</u> 2006 (ended in 2011)																						
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Background	<p>In Scotland, a growing incidence of disability and long-term illness brought about the requirement for health and care service support. Between 2003-2004 and 2007-2008, the Scottish Government's expenditure on the people aged 60 and over increased by 5% per annum in real terms, to £5.1 billion a year. The Scottish government established that care of frailer older people with continuing health problems should focus on better support for them at home. To this end, it focused strongly on the development of telecare and telehealth.</p> <p>The Scottish Telecare Development Programme (TDP) was a funding initiative run by Scottish Government between 2006 and 2011 to drive the adoption of telecare by local health and social care services. The strategy was to stimulate Scottish local partnerships to redesign existing home care services, with a two-step funding programme. The main actors comprised: the housing and social care departments of the Local Authorities and the local</p>																						

	NHS Boards that represent the health care professionals in charge of community-based health service provisioning. Together, they promoted and designed the telecare initiative to be funded by the National Government and helped drive its implementation in the local contexts. The Scottish Centre for Telehealth and Telecare (SCTT) was established to support and guide the development of telehealth and telecare throughout Scotland.
Policy supporting initiative	program the The national Telecare Development Programme (TDP) for Scotland was launched in August 2006 as a policy initiative.
Aim of the initiative	The objective of the TDP funding initiative was to stimulate the 32 Scottish local health and care partnerships (made up of local Health Boards and Local Authorities) to develop and mainstream telecare services. Its main objectives could be summarized as follows: <ul style="list-style-type: none"> • Increase the productivity of social protection systems and of healthcare delivery, including formal and informal care. • Increase the sustainability of the social protection system, particularly by reducing the number of avoidable admissions to care homes. • Increase the quality of services for both carers and users. • Support system integration. • Reduce the incidence and prevalence of frailty and disability among older people through disease prevention, health promotion, and rehabilitation. • Facilitate hospital discharge. • Increase self-care and independent living at home.
Financial Model	Two-step funding programme: in 2006-2008 awarded to the initiatives that addressed the specification of the bid; in 2008-2011 to the initiatives which were satisfactorily developed. Development support was also offered, through the Scottish Government's Joint Improvement Team (JIT), to those partnerships that were not progressing as planned.
Results	The TDP's effects were comprehensively assessed throughout the programme. <ul style="list-style-type: none"> • Informal carers felt that telecare had reduced pressure/stress and facilitated greater independence for users; • 60% of users reported improvements to their quality of life. • Patients were discharged faster from hospital, while the number of emergency admissions was reduced. • The single biggest saving was coming from the avoided care home admissions; estimated cost savings for the sector of approximately € 95.4 million at 2011 prices. • Telecare could efficiently address the special caring needs of people living with dementia.
Role of ICTs	<ul style="list-style-type: none"> • ICTs played an important role in the deployment and mainstreaming of the services across Scottish territory; interoperability problems constituted important barriers to the development and sustainability of the services.
Lessons learned	<ul style="list-style-type: none"> • In the more successful TDP initiatives, now mainstreamed in their local communities, Community Health Partnerships played a fundamental role in ensuring cooperation. • Considering the high initial investment costs, the replication and expansion of the initiative to similar contexts is regarded as a key factor for its sustainability.
Key Informants	Donna Henderson, European Engagement Manager, Scottish Centre for Telehealth and Telecare, NHS 24 Doreen Watson, Telecare Consultant, Joint Improvement Team, Scottish Government

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